

Management

METHODS

MAY 1959

PRACTICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS



ROY ABERNETHY OF AMERICAN MOTORS—

How to get dealers to sell more

10 PIT-FALLS

TO AVOID
IN LABOR
RELATIONS

HOW TO TAKE THE

TENSION

OUT OF YOUR JOB

How to sell
the man who
wants to
think it
over

SEE COMPLETE
CONTENTS ON
PAGE 3



Sit on it, stand on it—

ASE's honeycomb top will keep its perfect surface

Productive people are active people. Good to have around, but hard on furniture. This edge-sitter, for instance, might harm another desk. But ASE's exclusive honeycomb top will stand many times his weight. This same construction is used in airplanes for its strength and ability to keep a perfect surface. Tops on *all* ASE desks are made this way. Yet, you pay no more for this extra

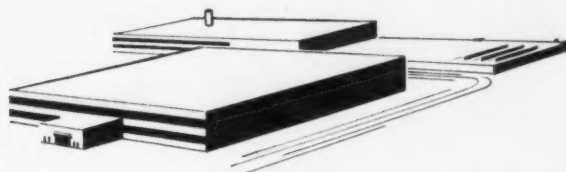
quality that adds so much to value and service.

Give your active people efficient, attractive furniture from ASE. It's quality made to *stay* looking nice. It requires minimum maintenance —protects your investment for years to come. Let your ASE dealer show you this complete line of office furniture. He will be glad to assist with your floor planning and decorating, too.

A·S·E

ALL-STEEL EQUIPMENT Inc., Aurora, Illinois

Desks • Chairs • L-units • Credenzas • Tables •
Bookcases • Filing Cabinets • Storage Cabinets

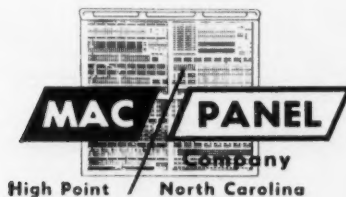


"Billion Dollar" Endorsements

Of the 32 American industrial corporations enjoying annual sales of one billion dollars or more, 27 bought MAC control panels and wires during 1958. More than 95% of their purchases were repeat orders.

We are deeply proud of these outstanding endorsements, and pledge ourselves to maintain the quality and service which earned them.

If your company can benefit from MAC service and quality please contact your MAC representative or inquire direct.



(Circle number 125 for more information)

RYDER



Modern management endorses truck leasing

TRUCK RENTAL frees working capital

Why "freeze up" large amounts of capital in a company-owned truck fleet? *Free* it for more profitable uses by *leasing* your trucks from Ryder! You get exactly the kind of **Fords or other dependable trucks**, for *your* needs, painted to *your* specifications. Perfect maintenance is guaranteed. You supply only the drivers.

You get these equally important benefits:

1. **You can budget accurately**, in advance—no "guesstimating" transportation costs.
2. **You get uninterrupted transportation**—no delays, no stoppages.
3. **You free executive talent** for more productive functions.

Now is a good time to learn about *all* the ways Ryder Truck Rental can help you. Ask us today!

Ryder System, a fast-growing, publicly-owned company, also operates modern truck lines in 20 Eastern and Southern states.

Write today for free brochure, "How Modern Management Can Profit from Truck Leasing."



Leasing Division of
RYDER SYSTEM, INC.

GENERAL OFFICES: ENGLE BUILDING, P.O. BOX 33-816, MIAMI, FLORIDA

(Circle number 136 for more information)

MANAGEMENT METHODS



MAY 1959

Management

METHODS

Volume 16

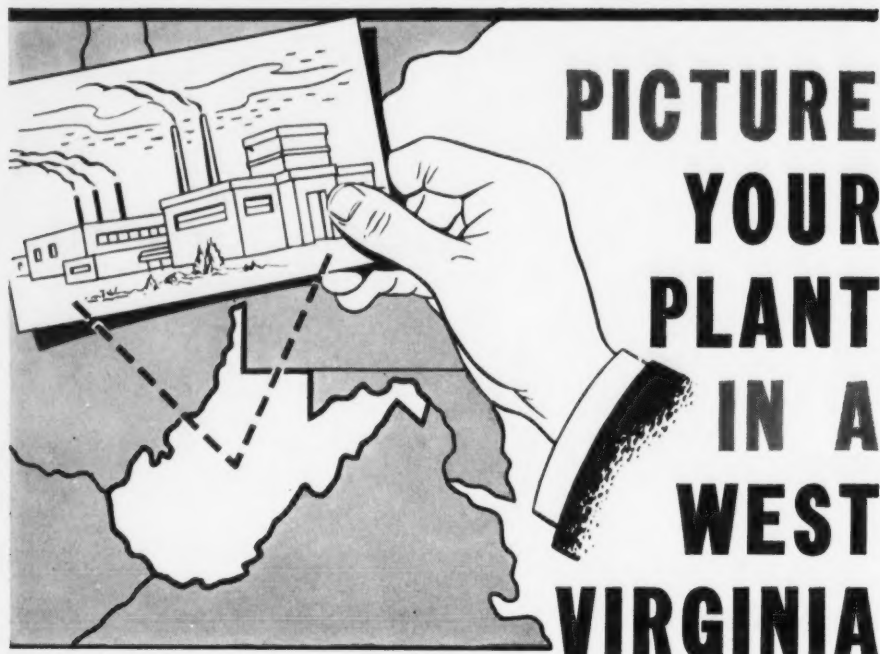
Number 2

Contents

Top management looks at the cost of paperwork.....	14
<i>Middle management is often the obstacle in the attack on paperwork costs. This survey shows inertia bars the way to simplification of procedures.</i>	
Workshop for management—ideas you can use right now.....	31
<i>Here's a selection of solid suggestions from firms around the country to help you cut costs, improve methods, build sales or simplify your job.</i>	
How to get new sales power from your dealers.....	38
<i>One way American Motors went from big loss to big profit was to rebuild its dealer organization. You can profit from the ideas in this case history.</i>	
How to sell the prospect who wants to think it over.....	44
<i>Here's how to bring a hesitant prospect to a decision: know why he's undecided, then sell him with the proven methods detailed in this article.</i>	
10 pitfalls to avoid in labor relations.....	47
<i>To avoid trouble with the National Labor Relations Board, you must know the labor laws. These cases illustrate some often overlooked hazards.</i>	
How to take the tension out of your job.....	52
<i>Tension slows you down. You'll do a better job, reap the added benefits of longer life, better health if you get rid of tension. Here's how to do it.</i>	
Function and beauty merge in this president's suite.....	70
<i>Stuart Co. President Arthur O. Hanisch's executive suite has two major advantages: easy access to all executive offices and necessary privacy.</i>	
How to hold key employees when you move your business.....	77
<i>Loss of key men is a costly problem when firms relocate. This case history outlines ways to keep valuable personnel if you move your plant or office.</i>	
More examples in tax reduction.....	82
<i>You can catch a creel-ful of ideas in this fishing pond of tax saving suggestions based on experiences of the country's leading tax experts.</i>	

Departments and short features

Yours for the asking	12	Thought starters	63
Current survey	19	Business electronics	73
Do you know the law?	27	Index to advertisers	91



PICTURE YOUR PLANT IN A WEST VIRGINIA

CENTRALIZED LOCATION

CLOSE TO 11 OF THE NATION'S 15 LEADING MARKETS

Looking for a new industrial site? When you assemble all the facts you'll find West Virginia offers your plant an excellent chance for a prosperous future.

One of West Virginia's most important industrial assets is its strategic location. You'll find power in abundance, whether you wish to use coal, electricity or natural gas. Important tributaries of two great river systems rise in the State, plus water from prolific shallow wells suitable for many industrial uses. Highway facilities are constantly under improvement, navigable rivers and a good rail network are available in West Virginia. You will find close at hand almost inexhaustible supplies of clay and shale, limestone, sand and gravel, brines and rock salt.

West Virginia labor is another major asset when considered on three principal counts . . . available supply, quality and wage levels. The bulk of West Virginia's working force are farmers, miners, mechanics, woodmen . . . men who are accustomed to hard work. A large pool of women workers are also available for manufacturing employment.

We urge you to investigate The Mountain State. Write: Don Crislip, Executive Director, West Virginia Industrial and Publicity Commission, State Capitol, Room MM, Charleston 5, West Virginia.



The Businessman's State

WEST VIRGINIA

(Circle number 142 for more information)

Management METHODS

Volume 16

Number 2

22 West Putnam Ave., Greenwich, Conn.

Publisher

Jerome W. Harris

President

William S. Kline

Editor: R. R. Conarroe

Managing Editor: Paul Abramson

Associate Editors: Alice Honore Drew

Kent McKamy

Art Director: Laurence Lustig

Associate Art Director: Joan Longnecker

Editorial Consultant: Leslie M. Slat

Production Manager: Edith F. Hulley

Adv. Production: Nelda Green

Business Manager: Edwin D. Kline

Circulation: Al Novy, Manager

Elizabeth Stone

Sales Promotion Mgr.: Frederick L. Bunting

Advertising Offices

New York 141 East 44th Street, MU 7-0583 Dir. Sales Development: Gil Hand - Harrison M. Rollins - Sherman Laire - Joseph Hanson - Donald R. Buckner

Chicago 612 North Michigan Avenue, Del 7-0112 Western Division Manager: William S. Hutchings - Alfred A. Spelbrink - John Hynes

Los Angeles The Robert W. Walker Co., 730 South Western Avenue, Dunkirk 7-4388

San Francisco The Robert W. Walker Co., 57 Post Street, Sutter 1-5568

Houston Ralph Runnels, 5210 Morningside Drive, Jackson 4-6633

A publication of

MANAGEMENT MAGAZINES, Inc.

22 West Putnam Avenue, Greenwich, Conn.
Townsend 9-8585

President, W. S. Kline; Executive Vice President, J. W. Harris; Vice President, R. R. Conarroe; Secretary-Treasurer, E. D. Kline



Member of Business
Publications Audit

Management Methods is indexed
in the Business Periodicals Index

SUBSCRIPTIONS: In United States and Possessions, one year \$5.00; two years \$9.00. Canada & Mexico one year \$6.00. Foreign subscriptions \$10.00. Single copies \$.75. When possible, back issues or tear sheets of articles will be provided. Enclose \$1 for each back issue and \$.50 for each back article requested, to cover costs of handling.

Copyright © 1959 by Management Magazines, Inc. Published monthly by Management Magazines, Inc., 22 W. Putnam Ave., Greenwich, Conn.

CHANGE OF ADDRESS: To insure continuous service, send your new address (and moving date) 45 days before moving.

Include old address as it appeared on previous issues (if possible send label from magazine). Do not depend on the post office to forward either the change of address or your magazine.



Boost human efficiency up to 25% with **BUSINESS WORK CENTERS** planned, furnished and decorated by GF

"It's surprising how much you can increase the efficiency of office workers—if you consider all the factors involved," says psychologist Ira Friedman. "Improve such physical aspects as furniture and its arrangement; improve such mental aspects as pride in environment—and watch productivity rise."

GF desks, for example, can help cut operating costs in your offices. Four complete lines, each with a full complement of accessories can be tailored to the precise requirements of every office job. And

only GF, world's largest maker of metal business furniture, offers complete planning, design and decorator services that take into consideration, not just space utilization and work-flow, but the many human factors that make for efficiency.

An informative booklet, "PLAN TO PROFIT FROM YOUR OFFICE INVESTMENT", is yours for the asking. Just call your GF branch or dealer, or write The General Fireproofing Company, Department D-12, Youngstown 1, Ohio.

GF

GENERAL FIREPROOFING

ITALIC, MODE MAKER, GENERALAIRE, 1600 LINE DESKS • GOODFORM CHAIRS • SUPER-FILER • DRAFT-A-MATIC • SHELVING • PARTITIONS

METAL BUSINESS FURNITURE

(Circle number 118 for more information)



Steel office chairs by Harter Corp., Sturgis, Michigan



YOU WORK IN STYLE AND COMFORT WITH U.S. NAUGAHYDE® and U.S. KOYLON® FOAM

FINEST IN VINYL UPHOLSTERY

FINEST IN CUSHIONING

What kind of a first impression does your executive office make on business contacts? Comfortable, attractive surroundings create a congenial atmosphere and even help work go faster and more easily. That's why U. S. Naugahyde is important to you. Far and away the most successful upholstery for office furniture, it's luxurious, handsomely styled, yet amazingly durable and completely practical. This top-quality vinyl outwears and out-looks conventional upholstery. And for **perfect** seating comfort, insist on Naugahyde tailored over matchless Koylon Foam. Both Elastic* U. S. Naugahyde and the new self-ventilating Breathable* U. S. Naugaweave are available in a wide range of patterns, colors and textures, so the choice for your office is wide and wonderful.

*Patent applied for



United States Rubber

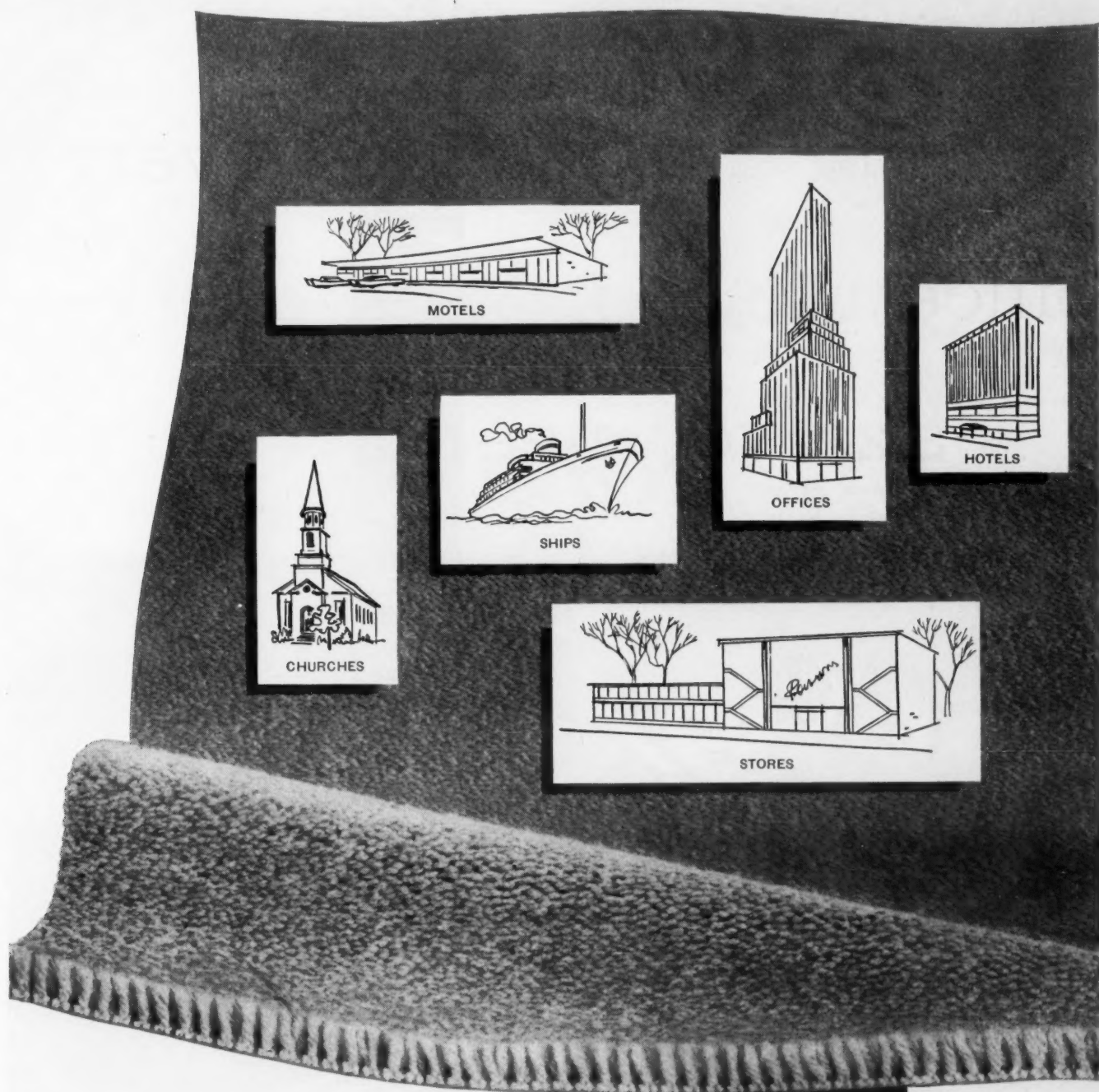
COATED FABRICS AND KOYLON SEATING DEPT., MISHAWAKA, INDIANA

IN CANADA: DOMINION RUBBER COMPANY, LTD.

(Circle number 163 for more information)

MANAGEMENT METHODS

IF YOU'RE RESPONSIBLE for a lot of carpet or just a little, you'll be on much safer ground if you consult any qualified **LEES** dealer. Every one is Lees-trained to help you choose the perfect carpet for your kind of building, your traffic, your decorative scheme and your price.



**You can feel SURE with
those heavenly carpets by Lees**

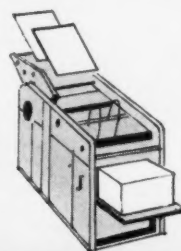
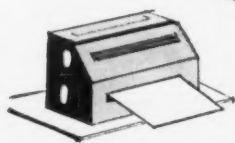
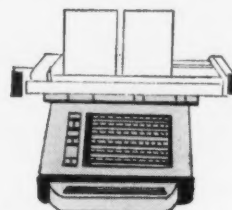
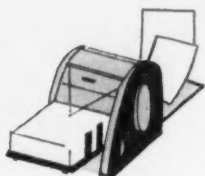
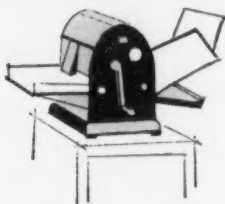
(and sure with Lees dealers, too)

Immediate delivery on any one of thousands of carpet styles from our strategically located warehouses. Custom designs to your specifications take just a bit longer. Every Lees carpet is mothproof for its life.



James Lees and Sons Company, Bridgeport, Pa. Commercial Carpet Division
(Circle number 123 for more information)

Nekoosa makes a paper
 for every office...
 and almost every
 office use... in every
 size you need !



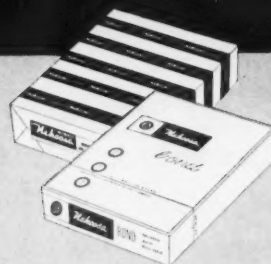
There's never a question about sizes when you use Nekoosa Papers. Your Nekoosa paper merchant can always supply the *right* paper in the *right* size . . . and you have a wide choice of colors, too! All Nekoosa Papers are precision-cut to size at our mills . . . your assurance that every sheet will perform perfectly in modern high-speed office machines.

Nekoosa PAPERS



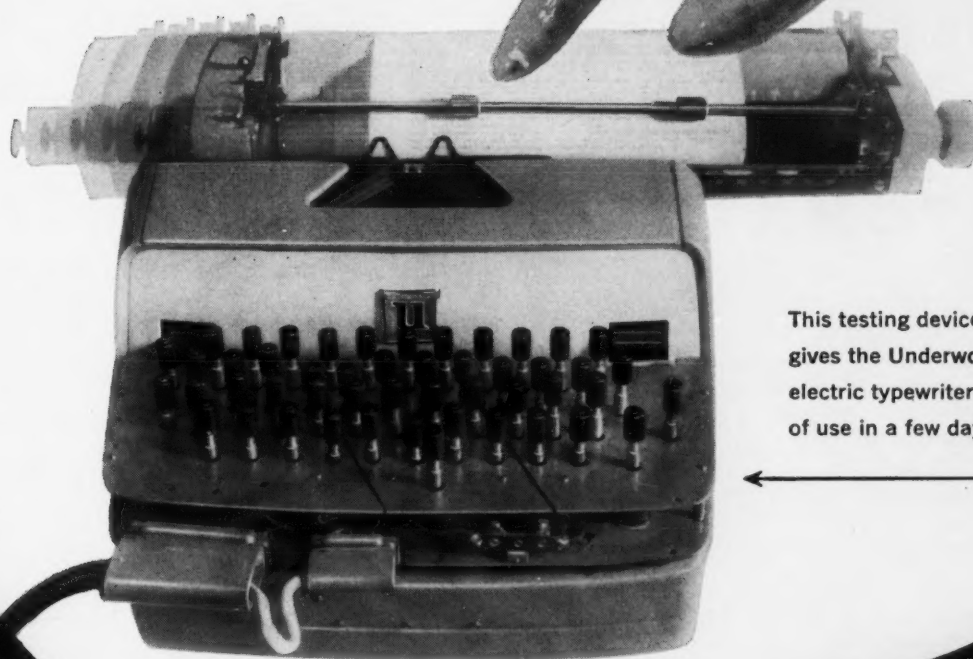
Nekoosa Bond • Nekoosa Mimeo • Nekoosa Ledger
 Nekoosa Duplicator • Nekoosa Manifold • Nekoosa Offset
 Nekoosa Opaque • Nekoosa Fantasy • Nekoosa Fax
 Nekoosa Master-Lucent • and companion ARDOR Papers

NEKOOSA-EDWARDS PAPER COMPANY
 Port Edwards, Wisconsin



All cut-size Nekoosa Papers are protectively packaged at our mills. Ask about the new ream box that flips open at the end for easy withdrawal of sheets, and keeps paper clean and flat.

UNDERWOOD'S GOLDEN TOUCH PROTECTS
A 64 YEAR REPUTATION FOR RELIABILITY...



This testing device
gives the Underwood
electric typewriter years
of use in a few days.



After 25 million typing strokes, all this underwood electric needed was a little oil!

Before approving the new Documentor*, Underwood researchers packed years of typing into a series of rugged endurance tests.

What did they prove? Not a hint of motor noise no matter what the strain. Air cushioned carriage return still smooth after millions of keystrokes. Print-perfect alignment from start to finish.

In other words, like all Underwood business machines, this electric typewriter stands up!

By emphasizing, first, dependability and then simplicity, Underwood offers remarkable new products.

✱ ✱ A compact data processing "package" to cut clerical costs in any size company.

✱ ✱ A desk-size computer for virtually any firm employing over 100 persons.

✱ ✱ An all-electric adding-subtracting machine so compact it fits in your hand.

There are more, of course, and still more on the way. For simpler, less costly ways to master paperwork, call Underwood. The advice you'll receive is based on 64 years of experience. Products are backed by over 2000 expert servicemen.

*An Underwood Trademark

underwood



Business machines and systems to master your paperwork

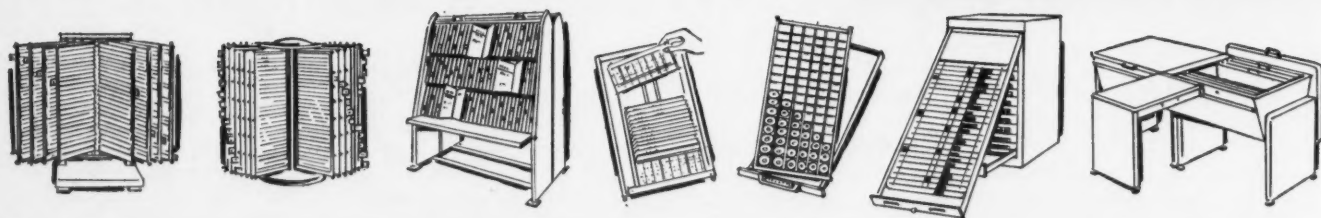
Are Your Filing Methods As Fast as Your Machines?

ACME VISIBLE

TRAY CABINETS speed the availability of source material for **AUTOMATION**

Punched cards and tapes filed in ACME CABINETS are instantly available to the operator with all the advantages of visible indexing, signalling, protection security, compactness and convenience. Trays with grids or retainers for rolled tapes—pockets for punched cards—folded cards for filing tapes together with related record information, are but a few of the many ingenious arrangements which have satisfactorily solved a multitude of special requirements for the filing of source material for Record Automation.

Electronic machines produce punched cards and tapes at astounding speed. Once punched many become permanent records to be used over and over again. Acme Visible Records and equipment provide for filing and fast finding, with SEEABLE indexing speed handling of this material to keep pace with machines.



DESK STANDS ROTARIES FLOOR STANDS CARD HOLDERS TRAYS CABINETS EXPANDER CABINETS

ACME VISIBLE RECORDS, INC., Crozet, Virginia

We are interested in filing

C-550

☐ Tapes (approx. length) _____

☐ Edge-punched cards _____

☐ I.B.M. Cards _____

(Approx. number
of records)

Company _____

Attention _____

Address _____

City _____

Zone _____

State _____

Acme makes the most complete line of visible record equipment in the world. Let us show you how to save time, labor and money with an Acme Visible Record System designed to meet your specific requirements.

ACME VISIBLE RECORDS, INC.

Crozet, Virginia

District Offices and Representatives in Principal Cities



Design for a Travel Bureau Executive

Your company is judged by the office you keep...

The first impression is a most important impression! Cole Steel office furniture will create the office you want—the impression you want to give. By its rich look, by its integrity of design, Cole instantly tells of quiet good taste. Cole equipment creates an atmosphere of comfort and

luxury that will impress your visitors and make your office an inspiring place to work. See for yourself why Cole Steel is so far ahead in the office equipment field. Free: send for our latest full color catalog...today! Cole Steel Equipment Co., Inc., Dept. 26, 415 Madison Ave., New York 17, N. Y.

COLE STEEL

NEW YORK CITY • CHICAGO • PHILADELPHIA • LOS ANGELES • SAN FRANCISCO • HOUSTON • ATLANTA • TORONTO, CANADA

(Circle Number 106 for more information)

YOURS FOR THE ASKING

These booklets—promotional and otherwise—contain ideas of possible profit to you. Each item listed will be sent to you without cost.

FOR FREE COPIES, USE READER SERVICE CARD OR WRITE DIRECT

Business library catalog

Cities Service Petroleum, Inc. has just published its 1959 "Business Library Catalog." It lists and describes a wide range of new management aids. More than 60% of the items included are free. Others give the source and price involved.

The first three sections cover the petroleum field—the industry itself, the distributor, the dealer. Other titles include how to sell, improving business management, the man in management and better service.

For a free copy of "Business Library Catalog," write to *Reference Library, Cities Service Petroleum, Inc., 60 Wall Street, New York City 5.*

Plant costs in Georgia

A study of industrial building costs in Georgia has been compiled by the Georgia Power Co.

Photographs of 22 recently built structures accompany complete construction details, site and plant areas, special specifications and cost per square foot.

Most building costs in Georgia, the booklet points out, are well below the national average. Those illustrated range from a low of \$3.14 to a high of \$9.64 a square foot.

For a free copy of "Cost Data on Industrial Buildings in Georgia," circle number 260 on the Reader Service Card.

About credit insurance

A 16-page booklet briefs the major advantages of credit insurance in protecting accounts receivable.

Published by the American Credit Indemnity Co., the brochure points out the pitfalls inherent in credit ex-

tensions, and how credit insurance removes the risk and anxiety from such transactions.

For a free copy of "Credit Insurance and Your Company," write to *American Credit Indemnity Co., 300 St. Paul Pl., Baltimore 2.*

IDP filing equipment

A wide range of auxiliary equipment for data processing departments is illustrated in an 80-page catalog by the Tab Products Co.

Organized for ready reference, separate sections cover card filing, card handling, control panel storage and tape handling equipment.

There are 227 photographs of the Tab line of integrated IDP auxiliary equipment.

For your free copy of this new catalog, circle number 249 on the Reader Service Card.

Survey of supervisors

What supervisors think about problems ahead is reported in a national opinion survey just completed by *Management Information.*

Sixty-four per cent of 1500 supervisors in 150 diversified companies responded to the detailed survey. Top executives in the same concerns also cooperated by answering the questions and adding comments.

Nine out of 10 supervisors indicated human relations as their most challenging problem. Motivating workers was the major specific problem faced by 43% of the supervisors and 42% of the executives polled.

Only 27% of the supervisors but 48% of the executives felt that paperwork simplification was needed.

For a free copy of the complete 23-page survey of supervisors, circle number 263 on the Reader Service Card.

How to combat hearing hazards

"Ears and Industry" is an eight-page discussion of industrial hearing loss and how to go about minimizing deafness.

The booklet charts sound factors injurious to the ear and noise levels of various equipment and machines.

It details an eight-point program for conducting hearing tests and reducing noise incidence and injury.

For a copy of this free booklet, write to *The Maico Co., Inc., 21 North Third St., Minneapolis.*

Typing symbols dictionary

Special impressions needed in the fields of electronics and electricity are now available in easily interchangeable typewriter type.

Alphabetically indexed in a 12-page booklet by Remington Rand, hundreds of characters are available for complex symbols, equations and formulas.

The interchangeable type heads are simply snapped and locked into place on any standard manual, electric or proportional spacing typewriter.

For this free 12-page dictionary of typing symbols, circle 257 on the Reader Service Card.

How to plan a sales catalog

Here is a practical 100-page guide to the successful preparation, distribution and usage of sales catalogs.

The publisher, S. D. Warren Co., has included 62 illustrations from catalogs of widely diversified businesses.

To realize maximum results from your catalog, you will want to review this valuable manual which covers every phase of catalog planning.

For a free copy, circle number 247 on the Reader Service Card.

One floor machine or a fleet...



Speedboy Deluxe—Heavy duty machine for polishing, waxing, scrubbing and steel wooling. 4 models—24", 19", 16" and 14". **Hydro-Jet Deluxe**—Versatile super powered wet-dry vac. Square tank gives 25% more capacity. 4 sizes—5, 8, 12 and 16 gallon.

Convertamatic—For one-pass polishing and dry vacuuming or scrubbing and wet pick-up. Cleans 12,500 square feet per hour. Electric, battery, gas and propane models.

Hydro-Jet Super Capacity—Drum adapter unit converts 30 or 55 gallon drum to high powered, big volume wet or dry pick up.



NOW YOU CAN LEASE ADVANCE FLOOR MAINTENANCE EQUIPMENT

Increase efficiency, cut labor costs, get the floor maintenance equipment you need without capital outlay. Eliminate service and repair bills!

Here's how to get the newest, high-speed equipment available of the proper size and type to meet your specific cleaning requirements. A new "Lease and Save" Program, now being offered by Advance distributors, gives you full use of the finest in floor maintenance equipment—and your only outlay is a few dollars a month. Payments are completely chargeable to operating expense. Service and repair is provided by your distributor—at *no additional charge*. Also, you'll receive free consultation service, cutting costs and increasing efficiency even further.

ADVANCE FLOOR MACHINE CO.

4100 WASHINGTON AVENUE NORTH
MINNEAPOLIS 12, MINNESOTA
Telephone JACKSON 1-3615

A COMPLETE LINE TO CHOOSE FROM

Choose from the entire Advance line—15 models of floor and rug maintenance machines, 11 wet-dry vacuums, and the "Convertamatic" high-speed combination scrubber-polisher.

GET FULL DETAILS

Whatever your floor maintenance problem, there are Advance machines to whip it. Put them to work with Advance's new money-saving, trouble-solving "Lease and Save"! Mail the attached coupon today for full details. No obligation.

ADVANCE

ADVANCE FLOOR MACHINE CO.

4100 Washington Avenue North, Minneapolis 12, Minnesota
Yes, I'd like details of your "Lease and Save" plan. I understand there is no obligation.

Name _____

Address _____

City _____ State _____

(Circle number 152 for more information)

SURVEY REPORT

Top management looks at the cost of

Middle management often is the roadblock to paperwork shortcuts. Inertia at all levels is barring the way to simplification of procedures.

Top management's attack on paperwork costs is being blocked by middle managers. This middle group was blamed by nearly half of the top executives responding to a recent survey.

In contrast, only 19% of the com-

WHAT THEY SAID

1. Are paperwork costs a problem of immediate concern in your company?

yes	71%
no	29%

2. In what areas do you feel there is most room for improvement in paperwork handling?

filing and disposal	75%
order processing	73%
production control	73%
accounting	70%
purchasing-receiving	67%
billing	63%
sales records	54%
general clerical	46%

3. What factors do you think tend to prevent a successful attack against paperwork costs?

tradition and inertia	68%
difficult to measure costs and savings	57%
resistance from middle management	47%
resistance from clerical staff	19%
disappointment with previous attempts	7%
not enough time or people to make changes	13%

4. What percentage of total office overhead in your company do you estimate could be saved by better systems and procedures?

no saving	5%
up to 10% saving	17%
10% to 20% saving	41%
20% to 30% saving	11%
no answer	28%

paperwork

panies named clerical personnel as a deterrent to streamlined procedures.

Plain inertia and a let's-keep-the-old-methods attitude tend to circumvent paperwork cost cutting in 68% of the organizations queried.

Most top executives—about 70%—are worried right now about the mountain of paperwork costs. Most are taking action against these costs—with varying results.

These and other significant findings were tallied in a survey of some of the best known companies in the country. The anonymous study was made by Charles Bruning Co., Inc., manufacturers of copying machines and papers. Results are released here as a service to MANAGEMENT METHODS readers.

Nearly all indicate a continuing concern about paperwork problems. Although many companies are developing new techniques, the replies to the survey show that much remains to be done to streamline procedures and slash paperwork costs.

None satisfied

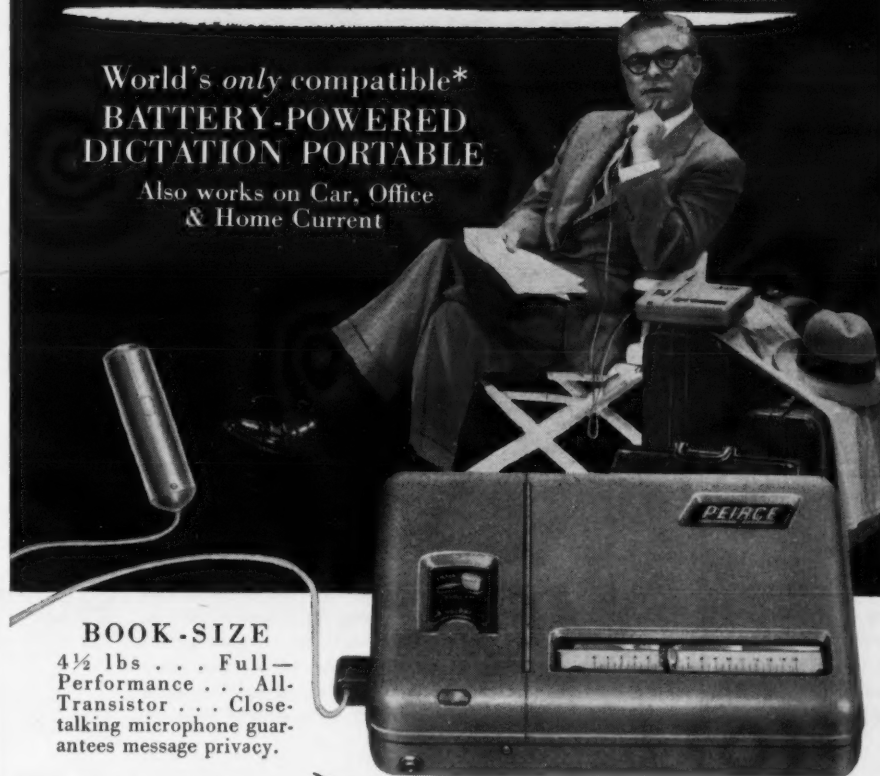
Not a single respondent would admit to complete satisfaction with current paper handling methods. Fewer than 9% registered reasonable satisfaction. Over 38% indicated a marked need for paperwork improvement, and 8% stated an immediate need for changes.

Significant is the finding that three-quarters of the group said filing and disposal of records cause the biggest headache. Need for streamlining office procedures in general was paramount with most of the companies. Production control and accounting were earmarked of most concern by over 70%. Next in line for needed improvement were billing, sales records and general clerical work. (turn page)

Now you can DICTATE ANYWHERE

World's only compatible*
**BATTERY-POWERED
DICTATION PORTABLE**

Also works on Car, Office
& Home Current

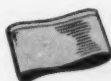


BOOK-SIZE

4½ lbs . . . Full—
Performance . . . All-
Transistor . . . Close-
talking microphone guar-
antees message privacy.

PEIRCE

portable



**Dictation Belts
cost nothing
to use**

Re-use Peirce belts end-
lessly, or file permanently
—message cannot distort.

Complete, error-free performance

Your voice alone wipes out
error and inserts correc-
tions; instant playback, full
review at any point; end-
of-letter marking.

*Compatible—Uses same type belt as office units

Belts received from field
are transcribed on standard
office units . . . a one-step
operation that requires no
additional purchases.

Manufacturer of World's Most
Complete Dictation Service

Individual Dictation	Network, Microphone Telephone, PBX	Exclusive Automatic Selection
-------------------------	---	-------------------------------------

Here, for Men On-the-Go, is the world's *only* dictation machine that works ANYWHERE. Thoroughly complete! Remarkably simple! This rugged travel companion gets your thoughts into action WHEREVER YOU ARE with swift new convenience . . . superb voice clarity! Works from a carrying case, too—easy as snapping a picture. Dictation belts mail in ANY envelope.

Inquire into this *never-before* opportunity to give *right now* attention to reports, correspondence, and ideas. DICTATE ANYWHERE—bring new value to travel.

PEIRCE . . . the name that dictates progress

PEIRCE DICTATION SYSTEMS, INC.
5900 Northwest Highway • Chicago, Illinois
Send literature on the new Peirce "Portable".

Name _____
Company _____
Address _____
City _____ State _____

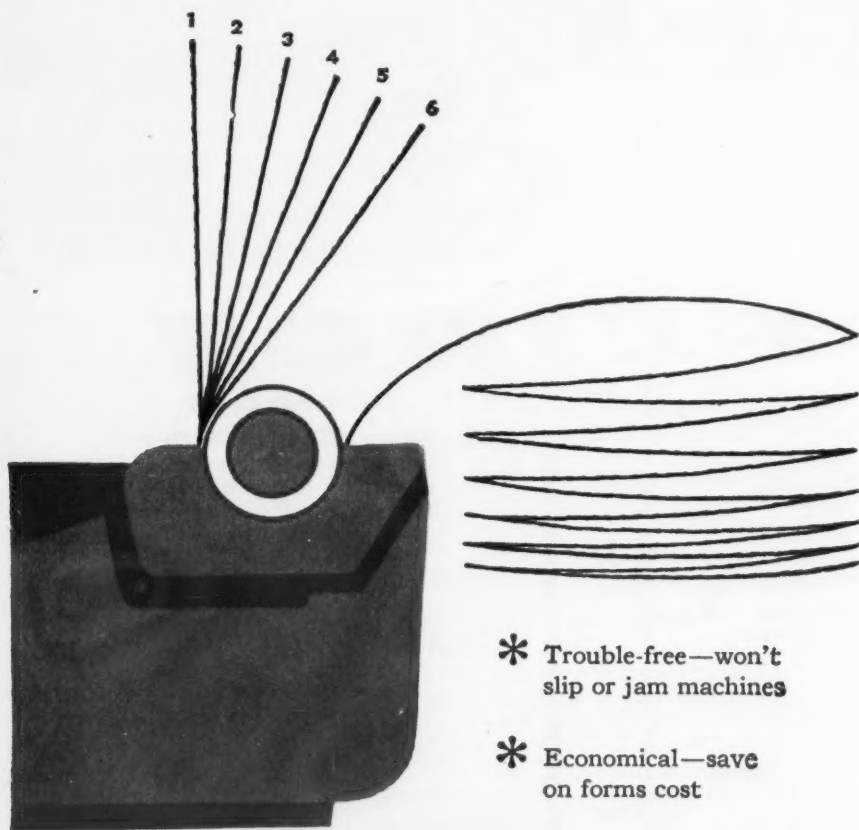
(Circle number 159 for more information)

AN IMPORTANT ADVANCEMENT. AVAILABLE
NOW FROM BALTIMORE BUSINESS FORMS

NEW 2 to 6 Part PASTED Continuous Forms

For the first time you can get PASTED continuous carbon interleaved forms with up to 6 parts or copies. Non-slip, non-jam operation. PASTED with Baltimore's new methods and equipment for trouble-free performance in any typewriter, office or tabulating machine.

It is no longer necessary to accept stapled forms. Baltimore Business Forms' new 4, 5 or 6 part pasted forms provide ALL needed forms with one operation. Write or phone today for samples.



* Trouble-free—won't slip or jam machines

* Economical—save on forms cost

Baltimore Business Forms

(DIVISION OF BALTIMORE SALESBK CO.)

(Circle number 101 for more information)

Concrete measures

Evidently, management is not ignoring the acute problem of paperwork. A healthy number—72%—have already installed electronic data processing equipment to simplify and speed office procedures. Another 70% have explored new and improved systems. Almost half have also taken other steps toward improvements—appointed study groups, forms control committees, etc.

Currently, the trend toward automation and up-dating systems is continuing with those questioned. This year, 30% plan to install data processing equipment. About 43% will continue investigation of improved paperwork systems and control.

Outside help

A large majority of respondents prefer to rely on outside counsel in revising paperwork procedures. Management consultants have been called in by 67% of the organizations. Another 70% have turned to suppliers of office equipment for help. Others—20%—asked aid from systems departments of accounting firms.

Dollar savings

Those who reported savings in dollar amounts from improved paper handling ranged from a low of \$6,000 per year to \$1 million or more.

Others, who used percentages to report overhead savings, varied their answers from 6% to 20%.

Added benefits

Aside from actual cost savings, a wide variety of advantages were derived from paperwork simplification.

Better customer service was realized by 57% of the reporting companies. Increased accuracy resulted in 54% of the organizations. Improved communications and quickly available data were reported by 38%.

Other benefits noted by several firms were numerous and varied—better inventory control, ability to carry increased workloads, improved operations control, less training required—even better employee morale.

(Continued on page 19)

ATTENTION: TRUCK USERS!

look for the name

NationaLease



*preferred for reliable
truckleasing service!*

INVESTIGATE NationaLease

When you decide to switch from ownership of trucks to leasing, make sure your company secures *all* the advantages of **nationaLease** full-service truckleasing, available through National Truck Leasing System affiliates.

Check these important reasons for choosing to lease a single truck or many trucks, from a **nationaLease** company . . .

Experienced nationally, yet with first-hand management, local area ownership — no remote controls.

Costs geared to the local area, flexible in scope — no fancy "home office" overhead — no distant management decisions unrelated to local requirements.

Service garages and facilities maintained, equipped and staffed by the lessor, well-managed to effect maximum efficiencies — no third party service facilities to increase expenses and create headaches.

Extra equipment always available for peak-load or accident emergencies, drawn from the lessor's locally based pool of stand-by trucks — no "wrong size," "wrong type," "nothing available" problems.

Adaptable — patterned to meet unusual needs, provide special equipment, serve off-point locations — no trucking requirement "too tough."

LEASE... for Profit

NationaLease service doesn't add to your cost . . . it saves! Saves the capital and management time you now spend on trucks, to be put to better use in the profit-making part of your business. When you lease a single truck or many from your area's **nationaLease** company, you are relieved of all concern with capital tie-up, procurement of soundly engineered equipment, garaging, maintenance and the myriad of "paperwork" insurance, licensing, bookkeeping. All you do is supply the driver, then operate the truck as if you owned it.



When You Lease A Chevrolet . . . or other fine truck . . . from National Truck Leasing System, you are dealing with an authoritative source of service, recognized as the pioneering organization in providing full-service truckleasing to American industry. Its affiliated companies throughout the United States, Canada and Puerto Rico, are well qualified to supply your exact truck requirements in terms of equipment and cost. Send the postage-free card; we'll send you a descriptive brochure and the name of the **nationaLease** firm in your area.

SEND CARD
TODAY

NATIONAL TRUCK LEASING SYSTEM

23 East Jackson Blvd., Chicago 4, Illinois

☐ I am interested in more detailed information and the name of the nearest "NationaLease" company. We now use and operate _____ trucks, based at _____

☐ I am also interested in daily truck rental services.

NAME _____ POSITION _____

FIRM _____

ADDRESS _____

CITY _____ STATE _____



**NATIONAL
TRUCK LEASING
SYSTEM**

**23 E. Jackson Blvd.
Chicago 4, Ill.**

Serving principal cities of the United States, Canada and Puerto Rico
(Circle number 100 for more information)



**FOR
LEASE**

The longest, strongest line of Chevrolet Trucks ever built!

*It's Chevy's Task-Force 59 fleet — the best yet of
the best sellers — now available in your area through
National Truck Leasing System!*

FIRST CLASS
PERMIT No. 32654
Chicago, Illinois

BUSINESS REPLY CARD

NO POSTAGE STAMP NECESSARY IF MAILED IN THE UNITED STATES

Postage Will Be Paid By —

NATIONAL TRUCK LEASING SYSTEM

23 East Jackson Boulevard

CHICAGO 4, ILLINOIS

Right up through every weight class, Chevrolet trucks for '59 are packing new might, new muscle, new engineered-for-efficiency features. There's a brand-new high-performance 6 along with new V8 advantages. Bigger, safer brakes in light-duty models. Cabs designed with the driver in mind. Greater load support in big-tonnage tandems. There's a Chevrolet truck that's just right for your job, ready to be equipped and painted to your specifications. The attached card will bring details on how to side-step a new-truck investment and still get a Task-Force '59 Chevy hustling on your job soon.



Updating systems

Projections of overhead to be saved by further refinements seem conservative, says Herbert Bruning, president of the corporation that made the survey.

As much as 30% savings could be effected by future paperwork improvements, according to 11% of the companies. About 41% of the firms look for savings ranging up to 20%. Savings of up to 10% were held likely by 17% of those questioned. No future savings in overhead are predicted by 5% of the firms.

It's up to management

All respondents agreed business paperwork presents a serious problem. In addition to the statistics presented here, they added interesting and individual comments.

In essence, these are the thoughts expressed by the majority:

- Decisions and implementation of system improvements rest initially and ultimately with top management.
- Over-all study and integration of systems and methods is indispensable. Patchwork improvements can cancel one another out. At best, piecemeal changes can bring little improvement at great expense.
- Pre-sell all personnel on the importance and value of improved techniques and systems—to the company and to themselves. ■

WHAT
THEY
SAID

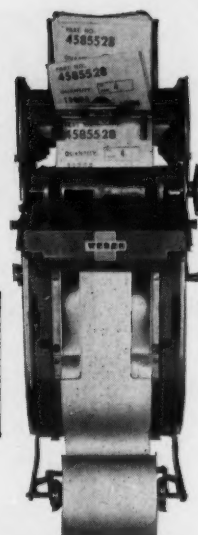
A REVIEW OF CURRENT SURVEYS

Retirement plans have quadrupled in past decade

The last 10 years has seen a decided upswing in retirement plans a recent survey has shown. Prior to 1947, less than 10,000 plans had been approved by the U.S. Treasury. By the end of 1957, this figure had increased to more than 40,000 qualified plans, four times as many.

About 65% of these were pension plans. The balance were deferred profit sharing retirement programs.

STOP BUYING LABELS Print your own—as you need them!



Weber Label Printing Machine produces product identification or content labels when, where and as they are required. Cuts costs, eliminates label inventory problems!

No matter what volume or assortment of labels you use—shipping, product identification, carton content, box end, etc. — a portable Weber Label Printing Machine in your office or plant saves money, time and effort. Compact, typewriter size — this fully automatic machine prints, counts, cuts to the size desired, and stacks labels at the rate of 105 per minute.

With a Weber Label Printer you no longer need to buy, store and inventory large quantities of labels. It enables you to print your own as you need them. You get control and

complete flexibility—print shipping labels one minute, product identification or packing slips the next. The Weber Label Printer can be adjusted in seconds to satisfy all your requirements for different sizes and varieties of labels for use in shipping, production, packing, inspection or for other departments. Prints from either a stencil or rubber mat on practically any roll stock—gummed, ungummed, linen or pressure sensitive. For more detailed information on the various Weber Label Printers, mail the coupon below.

Weber

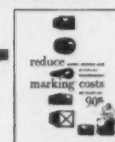
MARKING SYSTEMS

Sales and Service in
all principal cities

WEBER MARKING SYSTEMS
Dept. 141-E
Weber Industrial Park
Mount Prospect, Illinois

Please send me complete data on Weber Label Printing Machines.

Company _____
Individual _____
Position _____
Address _____
City _____ Zone _____ State _____



(Circle number 141 for more information)



What does an executive architect read ?

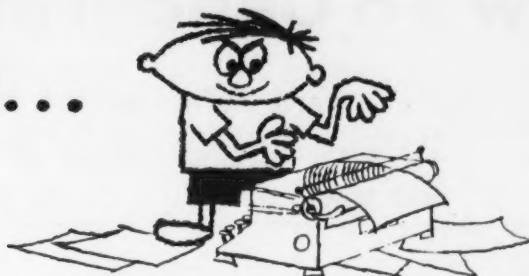
Says R. Jackson Smith: *"The architect must possess in equal measure the administrative ability of the businessman and the creative talent of the fine artist. He must have the good sense to realize his client's program in functional and economic terms and the vision to relate these terms to the end product of his labors: a beautiful and useful work of architecture. **Management Methods**, with its concise presentation of business ideas is a great help to us as professional architects."*

R. Jackson Smith, A.I.A., is a partner in Eggers and Higgins, Architects, New York.

Management METHODS

Ever try a DAV-A-MAT?

YOU CAN TYPE ON IT...



Write on it!

DRAW ON IT!



and in minutes reproduce

PERFECT OFFSET COPIES

GREATER ECONOMY WITH DAV-A-MATS! A DAV-A-MAT, the only **new** paper offset master, will deliver copies that match your original **in minutes!** And the cost of a DAV-A-MAT master is as little as one-fifth the cost of masters and stencils used in other duplicating processes.

IMPROVED QUALITY WITH DAV-A-MATS! You get printing quality copies of memos, reports, invoices, price changes, etc. And DAV-A-MAT produced copies are always clear, black and permanent for perfect legibility.

DAV-A-MATS ARE EASIER TO PREPARE! You type, draw, write or rule on a DAV-A-MAT just as you would on a piece of paper. Corrections are equally simple to make with an ordinary soft eraser. And there's a variety of DAV-A-MAT masters to choose from—one exactly right for **your** requirements whether you need 50 or 5,000 copies.

FREE FOLDER ON DAVIDSON OFFSET SUPPLIES! Write today for information on DAV-A-MAT masters and duplicating supplies. You'll find everything you need to operate your offset duplicator—from imaging pencils to inks—in the Davidson line.

DAVIDSON CORPORATION, 29 Ryerson Street, Brooklyn 5, N. Y.

(Circle number 113 for more information)



DAVIDSON CORPORATION
Subsidiary of Mergenthaler Linotype Co.,
29 Ryerson Street, Brooklyn 5, N. Y.

**I want to know more about the
Dav-A-Mat Paper Masters and Davidson
Offset Duplicating Supplies.**

Name _____

Title _____

Company _____

Address _____

City _____ Zone _____ State _____

How To Cancel the Danger of Fraud

Every year U.S. business loses through fraud an amount equal to 3½% of corporate profits. Here's how to cover yourself in the area where over 70% of the total loss occurs—disbursements.



W. H. KLOTZ, Sales Training Director Cummins-Chicago Corp.

Mr. Klotz holds a B.S. degree from Northwestern University. He became associated with Cook Electric Co. in 1946, where he was made Comptroller in 1950. In 1952, he became Comptroller of Cummins and was made Sales Training Director in 1956.

Every office system requires the support of a disbursement with certain basic documents before it is eligible for payment. These basic documents are:

- Vendor's Invoice
- Supporting Papers (Receiving Tickets, Purchase Orders, etc.)

Sometimes other documents are included such as bills of lading, inspection reports, packing slips, etc. *These authorize the issuance of a check.* An embezzler must provide a set of these documents and arrange to give them the appearance of being properly approved and authorized before an improper disbursement can be made. This has not presented problems to embezzlers in cases studied. The thefts continued time after time and were concealed because the dishonest employee was able to falsify or re-use one or more of these basic documents to have fraudulent checks drawn.

Frauds in cash disbursement transactions can be prevented, or detected before they can be repeated, by preventing the re-use of previously authorized and paid invoices and their supporting documents and by preventing the creation of fictitious documents.

Unfortunately, in too many companies, nothing is done to distinguish a paid invoice from an unpaid invoice. The paid invoices are simply filed in the paid file—nothing more. Other companies rubber stamp the invoices PAID, the number of the paying check, or some other mark to indicate it has been processed. Many companies merely attach a copy of the check or voucher to the invoice bundle to evidence payment.

It is a simple matter, in any of these cases, to re-use the invoice and supporting papers to authorize a fraudulent disbursement. Unmarked invoices are used just as they are. It is equally simple to remove a copy of a check or voucher to re-use an invoice and its supporting documents.

Some vendors regularly send invoices in three or four copies to all customers. Many cases of embezzlement have been accomplished by supporting a duplicate invoice with the uncanceled receiving reports and purchase order copies taken from a previously paid invoice.

Accounting controls will not prevent frauds; employees can cash checks made out to vendors

There are two widely held misconceptions relating to cash disbursement frauds:

- ... The belief that ordinary accounting control over payables will prevent fraudulent cash disbursements.
- ... The belief that a check made out to a vendor can't be cashed by anyone else.

Two vulnerable spots

Most companies certainly do exercise control over payables after they are entered in the control account. There are two spots, however, where no such control exists.

1. **Newly Received Invoices:** There is no economical method of accounting which will tie commitments as they are made (Purchase orders issued) into a general ledger control. There is no control, accordingly, over the invoices that are received in the mail each day. Control must be



Canceling invoice and all supporting documents in one action of a Perforator.

set up at some point after the invoices are received. There is nothing that can be done to prevent introduction of a paid or fraudulent invoice into the system before this dollar control is set up. If this is done, and the invoice is properly supported, it will ride through the system and authorize a check at the other end. There will be no tangible evidence of what has happened.

Every company experiences symptoms that indicate this could occur. There are very few companies that have not, at least occasionally, had a vendor report a duplicate payment. How many more of these remain undiscovered, no one knows. These losses show up as inventory shrinkage or increased expense—depending on whether the invoice covered an inventory or an expense item.

2. Paid Invoices: The other vulnerable spot in a company's routine is the paid invoice file. There is no control account over paid invoices, such as is set up for unpaid invoices. Once the documents are paid and the disbursements accounted for, they are considered dead. Unless these documents are canceled permanently, it is always possible for them to come alive again. It is not uncommon to have previously paid invoices accidentally put through the disbursement system a second time.

Voucher bundle perforated with date and check number.

WRITE FOR MORE INFORMATION

This article is an excerpt from "How To Save 3½% Of Profits." For a copy of the complete booklet and a transcript of the author's talk, "Figures Aren't Always What They Seem," circle 111 on the readers service card — or write Cummins-Chicago Corp., Chicago 40, Illinois.

Frauds seldom revealed by audit

It is very difficult for an auditor to uncover a fraud of cash disbursements. The embezzler is very ingenious in obtaining the necessary documents to support each disbursement check. Of 100 cases involved in a study made in 1950, less than one-fourth were uncovered by the companies' auditors and regular accounting personnel, using normal accounting procedures. Another 25 per cent were uncovered by management's inquiries into the causes of inventory shrinkage or expenses that appeared to be higher than normal. Over 50% were discovered accidentally.

Embezzlers can cash checks made out to others

Contrary to prevalent suppositions, a check issued for payment of a fraudulent or duplicate invoice and made out to a vendor is easily turned into cash by an embezzler. There are dozens of methods used. One of the easiest is to deposit it in a bank account opened for that purpose under an assumed name.

It has become a fairly common occurrence in recent years for a company to accidentally deposit checks made out to another company. Sometimes it is a case of mail delivered to the wrong address, sometimes two voucher checks are put in one envelope. The clerk making up the deposit looks only at the amounts. *The check always passes through all banks involved and back to the company that issued the check.* This illustrates how simple it is to deposit a check that is not made out to the depositor.

Cancellation of all pages of invoice bundle prevents re-use

The cancellation of invoices and all supporting papers with a perforator makes re-use impossible. Perforation is inalterable—can't be erased—lasts as long as the paper it is in.

Creation of fictitious disbursement documents prevented by validation

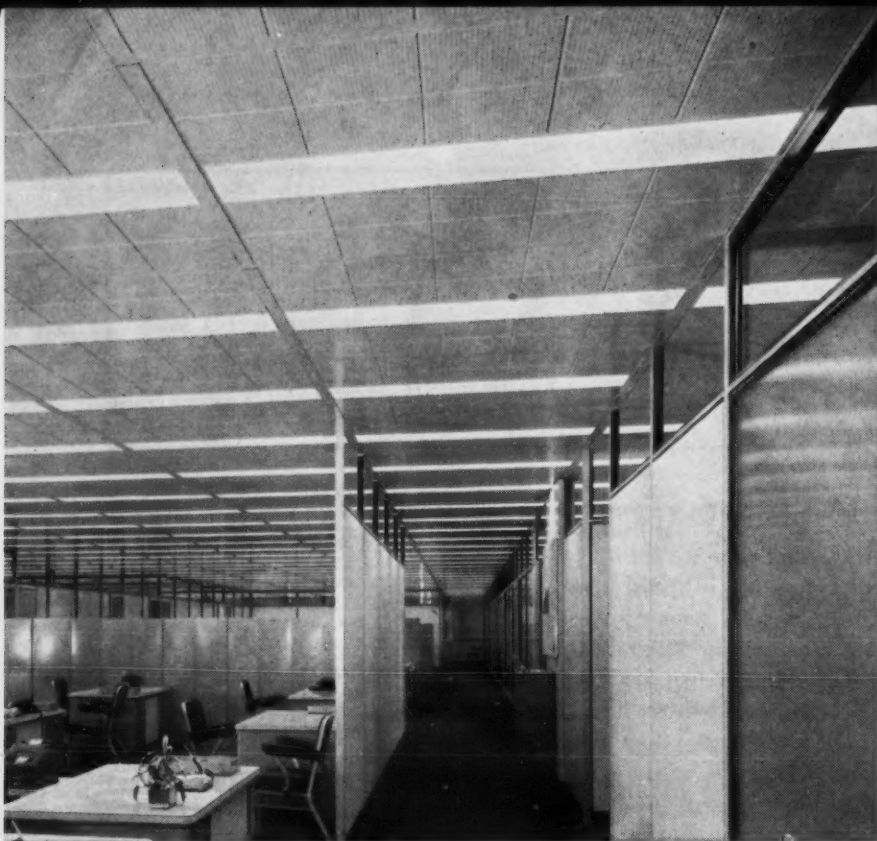
Numerous cases occur where the embezzler creates a complete set of documents to support a duplicate or fictitious invoice. The danger of having purchase orders or receiving reports accessible to employees is not as apparent as with cash. In the average office, it is a simple matter to gain access to such forms. Then, by merely filling them out and forging the approving initials, a set of documents is created that has every appearance of being genuine.

The use of Cummins perforators to assign numbers prevents the creation of fraudulent supporting disbursement documents. The perforator provides the only method of establishing validity. Lock and key control over the numbers assigned insures that each form processed is authorized and under control. No forms can be processed unless so validated at the control point.

CONCLUSION

Cummins perforators reduce the risk of fraud perpetrated in the cash disbursements area by:

1. Preventing the re-use of either invoices or supporting documents to create fraudulent disbursements.
2. Providing controls that greatly complicate the creation and use of forged supporting paper.



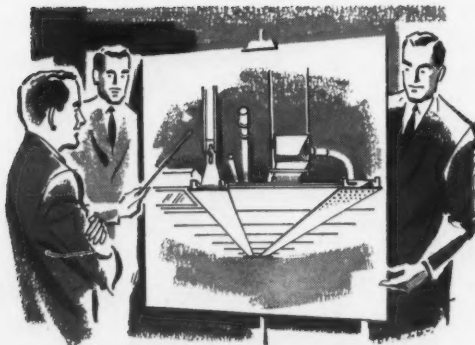
**When planning
office
modernization**

be sure you get the advantages of these

ACOUSTI-CELOTEX

The dollar-and-cents value of sound conditioning—its contribution to employee efficiency and comfort . . . and the striking difference a well-designed ceiling can make in office appearance . . . are universally recognized by modern management. But you can expect more than just Quiet from a wise ceiling choice. It costs no more to get the vital plus benefits that are part of every specification for Acousti-Celotex Sound Conditioning.

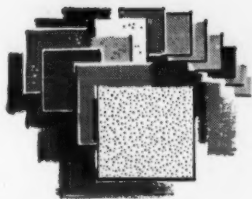
Good today is not enough. Good tomorrow must be assured. Permanent satisfaction, it pays to remember that only Acousti-Celotex ceilings can give you all these "Quality Plusses"!



Ceiling Consultation Service

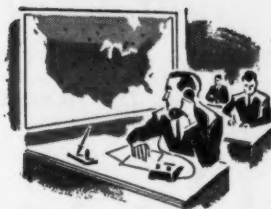
Expert advice on new ways of putting ceilings to work is yours without obligation through your Acousti-Celotex Distributor's Ceiling Consultation Service. For example, he will show you how ceilings can be lowered attractively at minimum cost . . . how you can economically combine lighting, air-conditioning and sound-conditioning all in one project . . . how you can have easiest maintenance, and complete re-paintability without sacrificing permanent acoustical efficiency.

Write today for free booklet "Sound Conditioning for Office Workers" and name of your nearest Acousti-Celotex Distributor.



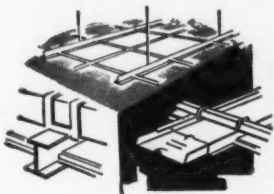
1. PRODUCT LEADERSHIP

More products to choose from, the newest in designs, and manufacturing quality backed by 34 years of job-proved performance.



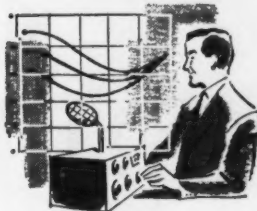
2. FRANCHISED DISTRIBUTORS

Your Acousti-Celotex Distributor is a member of the world's largest acoustical organization . . . your assurance of engineering skill, dependable service.



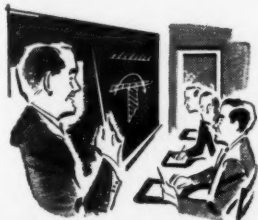
3. INSTALLATION VERSATILITY

With the widest variety of installation methods as well as products, your Acousti-Celotex Distributor can more effectively meet the design needs of every job.



4. SOUND CONDITIONING ANALYSIS

Expert recommendations on materials and installation needed to reduce noise levels; prevent noise spread; improve hearing conditions.



5. TRAINED PERSONNEL

Distributor representatives are thoroughly trained by Celotex engineers . . . continually kept up-to-date on latest developments in acoustics and construction.



6. JOB CRAFTSMANSHIP

"The best crews on the scaffold," proud of their fine reputation, working with the products they know so well . . . Acousti-Celotex materials.

QUALITY "PLUSSES"



7. CEILING ENGINEERING

The best in construction planning assistance, from the organization that installs more ceilings of all types than any other in the world.



8. ADVANCE INSPECTION

Pre-checking of all job conditions insures proper permanent installation and guards against future troubles.



9. JOB SUPERVISION

Progress of every job repeatedly checked by your distributor's experienced job supervisors — insuring that high Acousti-Celotex standards are maintained.



10. COMPETITIVE PRICES

You get all these quality plusses without paying more . . . greater value in products, engineering skill and job dependability, without extra cost!

ACOUSTI-CELOTEX SOUND CONDITIONING

TRADE MARK

REGISTERED U. S. PAT. OFF.

Products to meet every problem...every building code

The Celotex Corporation, 120 S. La Salle Street, Chicago 3, Illinois • In Canada: Dominion Sound Equipments, Ltd., Montreal, Quebec

(Circle number 104 for more information)

As business conditions continue to
improve, the costs you cut during
the recession may creep back into your
company's operations

Holding the line on costs

Here is the practical, low-cost way to full-time control

To the responsible businessman, the relation between a company's costs and a company's profits is obvious. Yet, more often than not, a company's cost program is periodic rather than continual. Influenced by economic conditions, the cost control you initiate in bad times too often fades away in the face of prosperity.

The recent recession is a case in point. Then, cost-cutting was *the* most popular subject—an economic fact of life without which your business could not survive, let alone prosper.

Yet, today, with the up-turn in full swing, there's a new and ominous possibility. As you become more preoccupied with recovery and expansion, there's the danger that uneconomic practices may return. With your eyes on the future, much of the "fat" may grow back into your operations—thereby limiting the profit to be made in the days ahead.

How to get a clear, *continuous* look at your costs? With the simple, low-cost management controls afforded by the new Automatic Keysort System.

Automatic Keysort is today's only data processing system that provides a family of machines and methods designed for automatic creation and processing of original records. Speeding vital day-to-day and long-range facts essential to sound management, Keysort gives you the comprehensive, *on-time* reports you need about job costs, labor distribution, inventory, sales and orders . . . helps you spot money-losing situations almost as they happen. Thus, because you can move at once to tighten costs, you help assure a higher proportion of profit to sales.

With the Automatic Keysort System, businesses of every size can now enjoy fast, accurate data processing on either a centralized or decentralized basis. Without restrictive, complex procedures. Without specialized personnel. And at remarkably low cost.

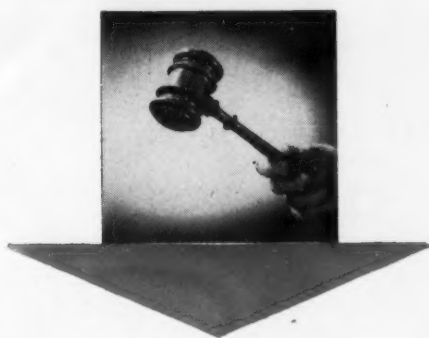
Call your nearby Royal McBee Data Processing Representative, or write Royal McBee Corporation, Data Processing Division, Port Chester, N. Y. for illustrated brochure S-500. In Canada: The McBee Company, Ltd., 179 Bartley Drive, Toronto 16, Ont.

*From Royal McBee come machines that
serve people first to serve business best*



ROYAL M^cBEE • data processing division
NEW CONCEPTS IN PRACTICAL OFFICE AUTOMATION

(Circle number 133 for more information)



DO YOU KNOW THE LAW ON

Trade secrets

CAN YOU PREVENT THEIR DISCLOSURE?

The question — Can a business prevent the disclosure of its trade secrets, such as lists of customers or suppliers, blueprints, cost data and the like?

The answer — Yes. Courts will forbid the disclosure of such information by employees or others to whom it has been given in confidence, or by those to whom such secrets are disclosed, when they know the disclosure is made in a breach of confidence.

Case one — For 20 years a consulting engineer had been in the employ of a chemical company. His work was the construction and operation of furnaces in the production of phosphorus. Within a few months after he left that job he accepted a similar position with a competing manufacturer. There he not only used the drawings and blueprints he had retained from this former employer but also the background of information, plans, specifications and other trade secrets entrusted to him in confidence while in that employment.

An injunction against the use of this data and information was granted by the court in a suit brought by the former employer. In its decision according protection against the disclosure or use of these secrets, the court said trade secrets might consist of any formula, pattern, device or compilation of information which is used in a business which gives the owner a competitive advantage over those who do not possess them.

Of the law protecting property of this sort the court added, "One who discloses or uses another's trade secret without the privilege to do so, is liable to the other if:

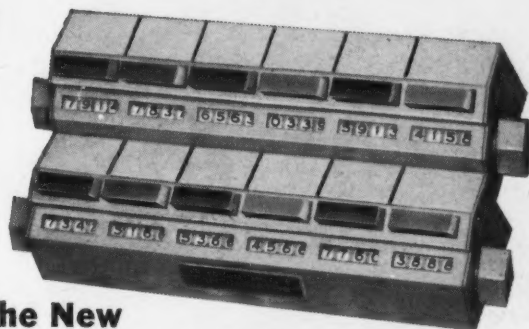
- "(a) he discovers the secret by improper means, or
- "(b) his disclosure or use constitutes a breach of confidence reposed in him by the other in disclosing the secret to him, or
- "(c) he learned the secret from a third person with notice of the facts that it was a secret and that the third person discovered it by improper means or that the third person's disclosure of it was otherwise a breach of his duty to the other, or

(turn page)

Note — This feature is offered as a general guide only. Consult your attorney on specific legal problems.

Completely Redesigned

9 EXCLUSIVE
NEW FEATURES
IN '59



The New

ALL-METAL MULTIPLE-TALLY by

Better by design to meet all your sort-and-count requirements. Compare with any other manual tabulator on the market. It's the greatest design advance in manual tabulation history. Prove it to yourself. Send for your copy of illustrated bulletin NOW.

DENOMINATOR

Send for FREE bulletin

The DENOMINATOR COMPANY, Inc.
261 Broadway, New York 7, N. Y.

☐ Please forward literature and prices.
☐ Please have representative call.

Name _____
Company _____
Address _____

(Circle number 150 for more information)

Is Electronic Data Processing just INSTANT RED TAPE?

Are you wondering whether the use of EDP in your organization will mean copying old faults into a high-speed system — because newer methods are untested and risky?

Well, many of the newer methods aren't untested and risky. By now, they have been **PROVED OUT**.

You can learn what important problems have been faced and **SOLVED** by others... by depending on the concise, fast-reading digest of EDP information — **DATA PROCESSING DIGEST**.

This unique monthly service brings you digests of every key article on EDP appearing in more than 110 periodicals, as well as every significant book, report and paper in the field. When something *important* has been accomplished, **DATA PROCESSING DIGEST** tells you about it, quickly and accurately.

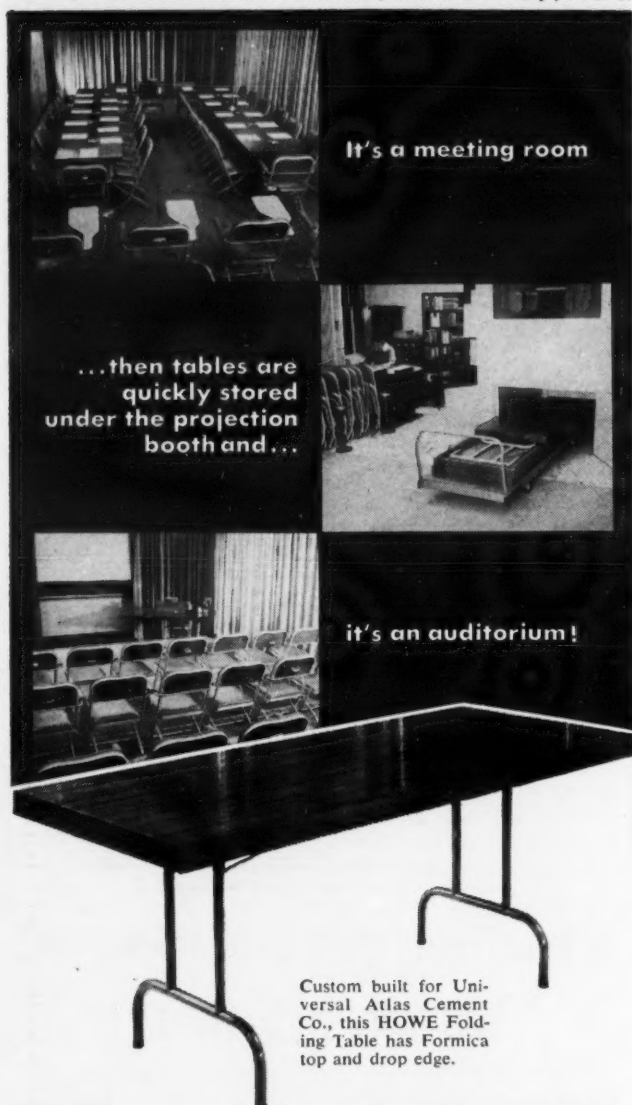
Whatever the status of your EDP program, you know that your decisions can be some of the most money-saving — or money-wasting — you'll ever face.

Let **DATA PROCESSING DIGEST** — now in its fourth year of service — find the profit-pointing and tested-method articles that will help you.

See for yourself how valuable this monthly service — which contains no advertising and gives you unbiased reporting — can be to your EDP program. Accept our offer of a **Trial Subscription** for 3 months for \$7 (regularly \$24 per year). Just send this ad with your check for \$7, or tell us to bill you. (Or send for our free descriptive brochure.) Address: Data Processing Digest, 1140V S. Robertson Blvd., Los Angeles 35, Calif.

(Circle number 148 for more information)

Universal Atlas Cement Co., subsidiary of U. S. Steel Corp., N. Y. C.



Custom built for Universal Atlas Cement Co., this HOWE Folding Table has Formica top and drop edge.

Same room, twice the space ...with new, custom-built **HOWE FOLDING TABLES**

Multi-purpose use of valuable floor space at Universal Atlas Cement Co. "decreases space costs, increases space usage, improves general operating efficiency." So finds Alwyn W. Ogden, Office Manager.

HOWE Folding Tables are an important part of Universal Atlas' Multi-purpose room set-up. Handsome HOWE Folding Tables fold and unfold in seconds, can be handled by one man.

FREE! Make more efficient use of valuable floor space with HOWE Folding Tables. For free information, write for illustrated folder today.

Custom Division
HOWE FOLDING FURNITURE, INC.
1 PARK AVENUE, NEW YORK 16, N. Y.

HOWE FOLDING FURNITURE, INC., Custom Division
1 PARK AVENUE, NEW YORK 16, N. Y. MM-59

Please send me your free, illustrated folder describing custom-built HOWE Folding Tables.

My name _____ Title _____

Company _____

Address _____

City _____ Zone _____ State _____



(Circle number 147 for more information)

"(d) he learned the secret with notice of the facts that it was a secret and that its disclosure was made to him by mistake."

Monsanto Chemical Co. v. Miller, 118 U.S. Patent Quarterly 74, April 22, 1958.

Case two — Another incident of trade secret protection is told by litigation over a shaving cream. In the spring of 1949 three chemists undertook the research and development of a pressurized cream of this sort. Sales the following year amounted to \$400,000. In that year the attempt by a competitor to duplicate the product ended in failure.

One of these three chemists was then hired by the competitor. The chemist disclosed to the company the process and formula used by his former employer. Within three years the sales of this product by the first employer had reached \$2.6 million, and the competitor inaugurated a sales campaign of the duplicate product. In the year following, sales of the second manufacturer reached \$5 million.

When the United States court considered the action brought by the first manufacturer of this pressurized cream for what was claimed to be an illegal appropriation of these trade secrets, it awarded the first manufacturer damages for its loss from the time these trade secrets had first been used by this competitor.

"The rule is well settled," said that court, "that secret formulas and processes are property rights which will be protected by injunction . . ."

Colgate-Palmolive Co. v. Carter Products, 230 Fed. 2d 855, March 8, 1956.

Case three — Disclosure by an employee of his employer's process for the manufacture of artificial leather a few years ago was the subject of a decision by the United States Supreme Court. That decision served as authority in the determination of these two recent controversies involving similar secret data and processes.

In the original instance a chemist, employed by a manufacturer for nearly 10 years, had been assigned experimental work in a project. As a condition of his employment it was stipulated that this and other secret processes were not to be disclosed to others or used by him in any manner. At the end of the 10 years, the employee left that company and undertook the manufacture of artificial leather on his own account, using the knowledge he had acquired.

In his defense to the action brought by the employer to prevent the use and disclosure of these trade secrets, he contended that the processes were not secret but matters of common knowledge.

The Supreme Court denied such a right as claimed by the employee. "The word property as applied to trademarks and trade secrets," it said, "is an unanalyzed expression of secondary consequences of the primary fact that the law makes some rudimentary requirements of good faith."

"Whether the employer has any valuable secret or not, the employee knows the facts, whatever they are, through a special confidence that he accepted. The property may be denied but the confidence cannot be. Therefore, the starting point for the present matter is not property or due process of law, but that the employee stood in confidence with the employer."

DuPont Powder Co. v. Masland, 244 U.S. 100, May 21, 1917.



Ozalid "Instant-Copying"

speeds work for everyone
in the office

Ozalid copying can replace time-consuming, money-wasting hand-copying, and retyping of reports, orders in *every* department of your business. • Put the original in your Ozalid machine; seconds later out come clear, dry copies. No retyping, no proofreading, no fuss! • The desk-top Ozamatic turns out up to 1,000 copies of 8½" x 11" size in an hour, at the lowest cost of any copying process. • There's a full line of Ozalid products for every copying need. • Call your local Ozalid representative, or mail this coupon for full details on Ozalid's complete line of products.

Whiteprint machines
Microfilm equipment
Audio-visual products
Sensitized materials
Products for design
Lithographic products

OZALID

Division of General Aniline & Film Corp.,
In Canada: Hughes-Owens Co., Ltd, Montreal

(Circle number 117 for more information)

Ozalid, Johnson City, N. Y., Dept. T-5

Please send me full information
on the following Ozalid products:

Whiteprint machines <input type="checkbox"/>	Microfilm equipment <input type="checkbox"/>
Audio-visual products <input type="checkbox"/>	Sensitized materials <input type="checkbox"/>
Products for design <input type="checkbox"/>	Lithographic products <input type="checkbox"/>

Name

Company

Position

Address

City Zone

State

New Bell System intercom puts these advantages at your finger tips...



You can talk to others in your office, plant or store, just by pushing a button or dialing.

You can add another person to an outside call, then stay on the line or get off, as you like.

You can confer with up to 6 persons at once by touching a button or turning the dial.

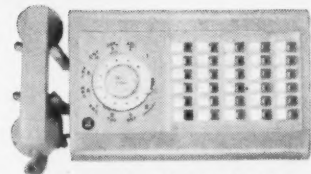
You can handle outside and intercom calls on one phone. No extra equipment on desk.

These are some of the new features of the Bell System's modern, push-button intercom service. Here is telephone service tailored to the exact needs of your business—to help you cut costs, increase profits and improve customer service.

No capital investment required. Rearrangements and additions are han-

dled by skilled Bell System technicians. No added cost for maintenance.

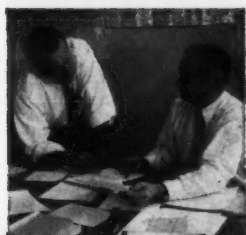
Find out how this new intercom service can speed *your* business by improving your communications. Call your Bell Telephone business office and ask for a representative to visit you at your convenience. No obligation, of course.



This new Call Director telephone provides as many as 30 push-buttons for maximum use of intercom service features.

BELL TELEPHONE SYSTEM





Clip out and route to:

Workshop for Management

PRACTICAL IDEAS YOU CAN USE RIGHT NOW!

TIME SAVERS

LISTEN AWAY REPORTS WHILE TRAVELING

■ Executives faced with an avalanche of "must" reading can benefit from this idea.

President Philip H. Ordway, Union Steam Pump Co., Battle Creek, adds a time saving step to the preview-by-others system. His secretary briefs vital information for him on a battery-powered miniature tape recorder. Instead of taking time out from office or leisure hours, he listens to these reports while driving to and from work. He gains at least a full hour each day with this reading short cut. Added time is saved by listening away work on plane or train trips.

SIGN YOUR NAME AS YOU WISH — BUT TRANSLATE IT

■ YOUR SIGNATURE may be very distinguished looking—but entirely unreadable. Keep your artistic whorls or illegible scrawl—but don't make readers guess over the correct spelling.

There are two simple ways to avoid annoyance of signature guessing games. Have your name and title imprinted on your company letterhead. Or have your name

typed under your signature or to the left along with your typist's initials.

One more caution: If you're female, add Miss or Mrs. This is especially important if your first name could be either sex—like Dana, Honore, Ainsworth or Marion.

Note: If in doubt when replying to two-gender names, it's better to err by calling a woman Mr. than by calling a man Miss. Women don't get quite as irked over the misnomer as men do.

USE MOBILE BULLETINS TO PROMOTE SAFETY

■ ROLLING BULLETIN boards help promote plant safety, blood donor campaigns and other projects at the Louisville plant of Tube Turns Division, Chemetron Corp.



Plant Safety Director S. Jack Gardner adapted the idea from ad bedecked London buses. Now the company's motor-driven dollies,

display eye-catching posters and announcements.

The bulletins are changed regularly for maximum attention value. Since the trucks pass any given point in the sprawling plant many times a day, the new promotion medium gets high readership, Production Control Manager Louis R. Norheimer reports.

CONTROL REPORTS WITH MASTER REPORTS CALENDAR

■ REPORTS IN MOST ORGANIZATIONS are both complex and numerous. Because of this some company departments may fail to prepare necessary reports, others may inadvertently duplicate already presented information. Preparation of a master calendar of reports will aid in establishing control over such paperwork.

The Management Advisory Branch of the Bureau of State Services, U.S. Public Health Service, has developed a reports calendar which serves bureau personnel both as a schedule and as a guide for the preparation of required reports.

Monthly, quarterly and annual reports are made by seven divisions, eight regional offices and several field stations. Many of these financial, personnel, program, and general service reports require special forms and routing instructions.

The master calendar lists these reports chronologically by the dates they are due, and shows for each the preparing and receiving offices, the required form, and the direc-



This friendly small city is opening its arms to industry

FACTORY AND WAREHOUSE sites at realistic prices including railroad siding property

INDUSTRIAL WATER . . . bountiful supply

LOCAL LABOR . . . dependable, immediately available, capable and cooperative

HOMESITES AND HOMES . . . desirable locations at prices to fit all budgets

PLUS

BARGE WATER TRANSPORTATION to East Coast and Northern Shipping Points

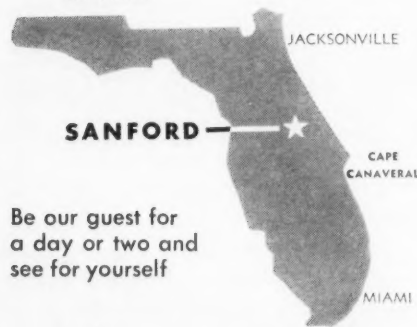
LOCAL AND STATE GOVERNMENT cooperation

JOYS OF SMALL TOWN LIVING . . . fishing, boating, golf, friendly neighbors, plenty of sunshine

40 MILES TO DAYTONA BEACH

30 MILES TO NEW SMYRNA BEACH

FREE . . . Write for **FACTS OF LIFE IN Sanford.**



Be our guest for a day or two and see for yourself

Seminole County

**CHAMBER OF COMMERCE
DEPT. 6, SANFORD, FLORIDA**

(Circle number 162 for more information)

tive requiring the report.

By collecting such information, the master calendar helps to insure that all necessary reports will be prepared promptly and accurately without wasteful duplication.

SALES BUILDERS

PAY YOUR PEOPLE TO PUBLISH

■ A GOOD WAY to get publicity and professional recognition for your company is to encourage your qualified personnel to write articles about your firm for publication.

The Convair Division of General Dynamics Corp. set up an awards system nearly three years ago to stimulate technical and semi-technical personnel to write articles. The Convair Writing Award Fund administrators submit the articles to magazines on a no-fee basis. The writers are paid by the company fund if their articles are accepted.

If there is something in your company which you think would be of interest to a segment of the population, (whether it's a dramatic new product or a human interest story about one of your workers), chances are you have material a magazine would want.

An awards or payment system for published articles not only stimulates your personnel to keep abreast of their fields, but it gives your company high publicity returns at a low writing cost.

MORALE BOOSTERS

SEE YOURSELF AS YOUR SECRETARY SEES YOU

■ TO SEE HOW you really stack up with your secretary, ask yourself these questions:

- ☐ Do I fail to fully utilize her training, tact, capabilities and knowledge?
- ☐ Do I often dictate at 4:30 and want those letters off tonight, please?
- ☐ Do I walk off without posting

my secretary as to my whereabouts?

- ☐ Do I retain papers instead of giving them to her to file?
- ☐ Do I forget to occasionally give her some deserved praise—or a raise?
- ☐ Do I fail to keep her up-to-date on information she needs to do her job?

If your honest answer is "yes"



to too many, yours is undoubtedly an unhappy secretary. You may even lose her to a more considerate boss, warns the Bureau of Business Practice, division of Vision, Inc.

ENLIST CLERGY'S HELP FOR PERSONNEL PROBLEMS

■ DON'T OVERLOOK your local clergymen as an excellent source of help when you come up against an especially tough individual personnel problem. There are 250,000 ordained ministers of all faiths in the U.S. and their talents are at your disposal—free.

Personal troubles are a pastor's business. He's been carefully trained in both theory and practice and is experienced in dealing with people and their problems.

The clergyman is not a substitute for a sensitive personnel manager or a staff psychologist. But many people will start talking about their problems only to a sympathetic, objective "outsider," rather than to a "company man."

For example, Presbyterian Minister Hillis S. McKenzie, Bucyrus, Ohio, cites examples where ministerial help has saved jobs, company time and company funds. In one instance a young salesman was in

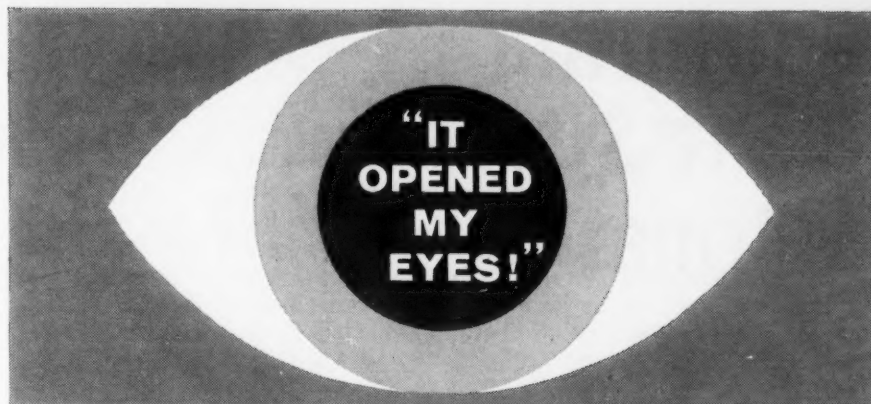
trouble: quarrelsome with fellow employees, suspected of stealing, his sales record was way down. Convinced that his reputation as well as his job was in danger, the young man agreed to his boss's suggestion that he see a minister. Away from the implied pressure of company surroundings and sure of a private, sympathetic hearing, the salesman told a story of a youthful marriage now headed for the divorce court, periodic drinking and concern over never-ending bills. These worries, of course, affected his attitude toward his job, and toward himself. With the minister's help the salesman and his wife made a start towards solving their marital problems, drew up a budget and began the foundation for a stable life. The man's pilfering stopped abruptly, his relations with employees improved and his sales increased. Within a year he received a promotion.

Another case history involved an executive of a heavy machinery manufacturing plant. Deeply devoted to his wife and proud of his home, this man had no formal religious affiliation. When, very suddenly, his wife died, his world fell apart. Friends and business associates tried to help, but the man's work suffered and eventually he submitted his resignation in the belief that he was no longer of value to his company. Finally, to please one of his friends, he spoke to a minister. After several informal talks, the man was able to renew his courage. His resignation was rescinded and he does his job as well or better than before and takes pleasure in his career.

Ministerial counseling is no sure cure, but it has worked in thousands and thousands of cases. Your local clergymen represent a pool of human resources; use them. The church on the corner can be of invaluable assistance to the factory down the street.

LET EMPLOYEES SELECT OWN SERVICE AWARDS

■ WORKERS AT ROYAL MCBEE Corp., Port Chester, N. Y., who reach the 25 year mark now have their choice of 11 attractive gifts. Women may select any one of the three



"The Truth About Office Copying Machines"

tells you how to get perfect copies at lowest cost. All the advantages and disadvantages of all types of machines on the market, comparative cost of copies, speed, ease of operation, copy quality and range. Every businessman should read it before buying. **FREE!**

COPEASE CORPORATION 425 Park Ave., New York 22, N. Y. Box MM-5

DISTRIBUTORS IN PRINCIPAL CITIES. REGIONAL OFFICES:

New York, 425 Park Ave.
PLaza 3-6692
Chicago, 228 N. LaSalle St.
STate 2-1383
Los Angeles, 3671 W. Sixth St.
DUmkirk 5-2881

Gentlemen: I would like to have a 3-day **FREE TRIAL** of Copease in my office—without obligation ☐

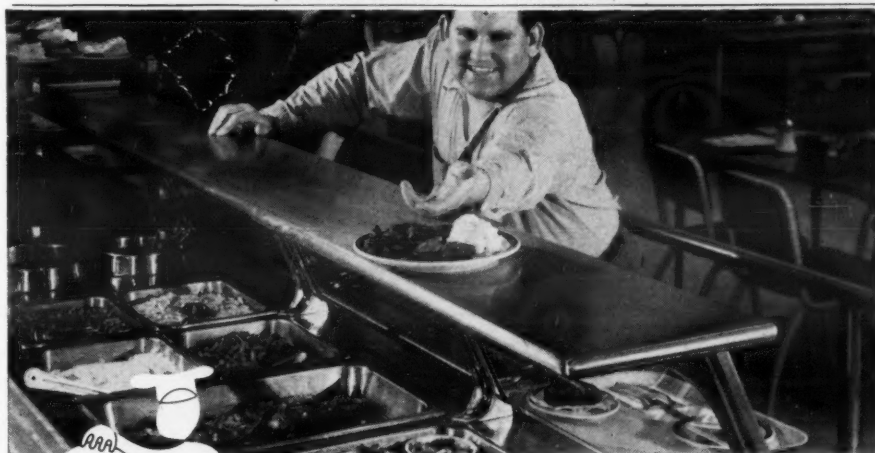
Please send me a **FREE** copy of "THE TRUTH ABOUT OFFICE COPYING MACHINES" ☐

Name _____ Pos. _____

Address _____

City _____ Zone _____ State _____

(Circle number 110 for more information)



UNITED Food Service Helps Him Eat His Way To A Safety Record

In 40 years United Food Management Services has developed unique skills in a difficult and ever-changing trade. For instance, how to "sell" your employees the balanced meals that mean higher morale . . . lower accident rates.

If the food service in your plant is your responsibility, why not let United's experts share their know-how with you.

Here's How! We've put much of our experience in printed form. A request on your letterhead will bring you any of the following: a. "Plan Food Service When You Build"; b. "Getting Good Food Service"; c. "What Food Service Should Cost You".

We will also include the United Food Service "Clinic" form that will enable you to make a really "experienced" analysis of your own food service facilities.

United Food Management Services, Inc.
7016 Euclid Ave. • Cleveland 3, O. • Dept. D52
1919 • Our 40th Year • 1959

Please send booklet (a) (b) (c) "Clinic" to:

Name _____ Title _____

Company _____

Address _____

City _____ Zone _____ State _____

(Circle number 140 for more information)

California Plant Site Information



Everything you want to know about plant sites in Metropolitan Oakland area, where 36 of America's top industrial manufacturers have plants, warehouses or division headquarters.

FREE! Write today for Free Factfile giving detailed information on distribution facilities, transportation, markets, raw materials, fuel, power, water climate, living conditions, attitude of local government. See for yourself why industries have invested \$400,000,000 in new plants and expansions here since World War II. No obligation. Strictly confidential.

**METROPOLITAN
OAKLAND
CALIFORNIA AREA**

Suite 2112
1320 Webster St.
Oakland 12,
California

ALAMEDA • ALBANY • BERKELEY
EMERYVILLE • FREMONT • HAYWARD
LIVERMORE • NEWARK • OAKLAND
PIEDMONT • PLEASANTON • SAN LEANDRO
UNION CITY • RURAL ALAMEDA COUNTY

(Check number 144 for more information)

styles of diamond wrist watches. Men may choose among two different pocket watches or four wrist-watches. If he prefers, any quarter century celebrant may have a perpetual motion clock or a Royal deluxe portable typewriter.

Along with the personally selected gift goes a new styled diamond set insignia to mark the employee's silver anniversary. This emblem is in the form of a bracelet charm for the distaff members, a lapel button for the men.

COST CUTTERS

TO COORDINATE GROUPS USE WORK STATEMENTS

■ IF THE LINES of responsibility between various departments in your company have blurred, work statements may be your answer. When some departments gradually assume duties that do not belong in their provinces, and others begin to drop tasks for which they should be responsible, the result is a costly load of useless and duplicated work.

Written statements listing the specific work duties of each department, division or section, help to keep an organization in balance. With clear-cut statements of the functions of his particular man-group, each supervisor knows what is expected of him and what he, in turn, can expect of his subordinates.

The Ross-Martin Co. of Tulsa, Okla., has developed nine rules to keep in mind when preparing work statements:

1. Write down only the major "work packages" of the department.
2. Keep it brief—no more than two pages.
3. Start each function description with a verb—the right one.
4. Summarize minor duties in one clear statement.
5. Each statement should reflect only current activities.
6. Do not list such common, universal duties as memo writing, requisitioning, hiring, firing or transfer of personnel.
7. Briefly summarize any essential support duties, such as repro-

duction of engineering drawings.

8. Avoid job outlines. The statement should cover the work of the entire group, not specific individuals—not even the department chief.

9. Tie-in with the over-all company organization chart. Use exactly the same work title as that shown on the official work sheet for that group.

Good work statements provide management with a tool to evaluate the efficiency of specific work groups. Without clear-cut definitions of what each group must do, neither employee nor employer knows what to expect.

PROFIT MAKERS

PROVIDE CHANGE OF PACE FOR ALL EMPLOYEES

■ OTHERWISE GOOD WORKERS often fall into a rut. They may perform their work indifferently, become bored, slipshod, and even look for greener pastures.

To provide a needed change of pace, the Society for Personnel Administration suggests small doses of well planned training. By having each worker attend a one-hour session—say, monthly or quarterly—a firm can combat this lethargy. With periodic sessions for all, employees can be imbued with renewed interest, a sense of challenge in their jobs, goals to be achieved.

Other suggested devices to give a change of pace include field trips, attendance at professional or technical meetings, special assignments, job rotation, and cross training.

PROMOTE SAFETY BY DRAWING LOTS

A paper mill in Scotland has cut accidents by 41% over the previous year. The improved safety record was accomplished by a simple scheme.

Lots are drawn periodically for prizes at the Glenrothes, Fife, plant of Tullis, Russell & Co. The safety catch—only workers from accident-

There is **ECONOMY** in custom-designed business equipment by *Le Febure*

Custom-designed equipment is actually an operating idea expressed in steel. We approach the equipment problem in this way, with a firm belief that the user is far ahead with equipment designed and built to fit a particular operation — in an available space. Certainly, this is more logical than asking the businessman to fit his operation to the equipment that happens to be available. Equipment for posting, sorting, cash handling, billing, reference and filing can all be individualized to great benefit.

Really fine office equipment is designed for the operation at hand — then constructed for long life and excellent appearance. Your whole record-keeping operation must be considered before the first dimension is established.

Equipment is economical or expensive, depending upon how well it functions. Real economy comes from savings in time, effort and space. These economies can obviously be achieved with equipment designed for the requirements of each installation.



Free BROCHURE —

Write today for case histories and literature showing examples of custom-designed equipment.

Le Febure

LE FEBURE CORPORATION • CEDAR RAPIDS, IOWA

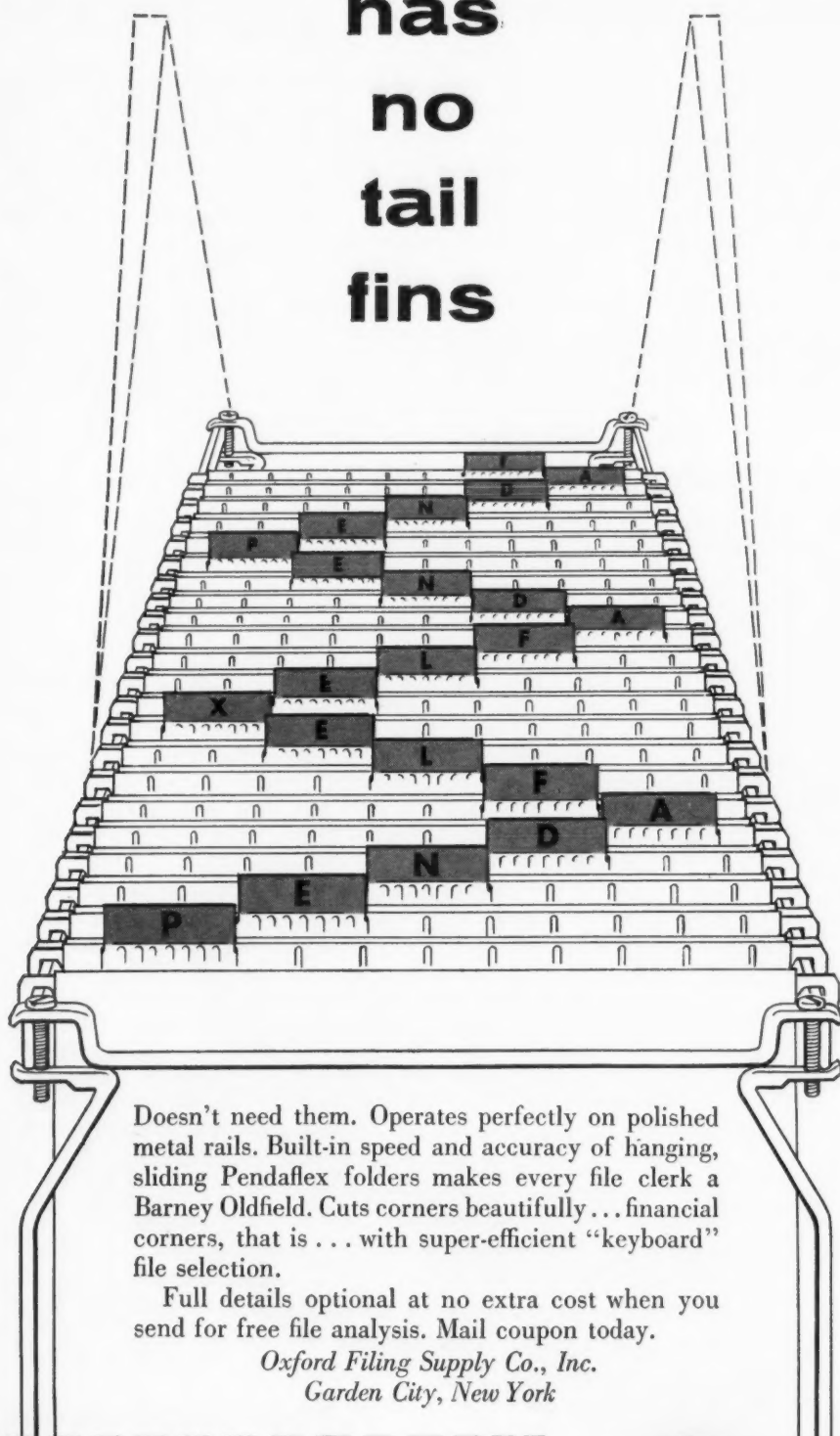
Representatives in Most Principal Cities

Business Systems and Equipment

(Circle number 124 for more information)

Why PENDAFLEX®

has
no
tail
fins



Doesn't need them. Operates perfectly on polished metal rails. Built-in speed and accuracy of hanging, sliding Pendaflex folders makes every file clerk a Barney Oldfield. Cuts corners beautifully... financial corners, that is... with super-efficient "keyboard" file selection.

Full details optional at no extra cost when you send for free file analysis. Mail coupon today.

*Oxford Filing Supply Co., Inc.
Garden City, New York*

OXFORD FILING SUPPLY CO., INC.
4-5 Clinton Road, Garden City, N. Y.

Please send everything that is free...including
File Analysis Sheet.

NAME _____

FIRM _____

STREET _____

CITY _____ ZONE _____ STATE _____

(Circle number 158 for more information)



free sections of the plant can participate in the drawing. To have a chance at winning a prize, employees in the powerhouse need 12 straight weeks of no accidents. Workers in the mills need to be accident-free for only eight weeks.

Retired foremen are invited to give employees hints on accident prevention — and take part in the draw.

PLAY ACT ARBITRATION TRIALS BEFORE HEARINGS

■ ONE LARGE MANUFACTURER had a consistently poor showing in labor arbitration decisions. To reverse this unfavorable trend, the industrial relations vice president decided role playing would turn the trick.

Here's how he used the drama action technique:

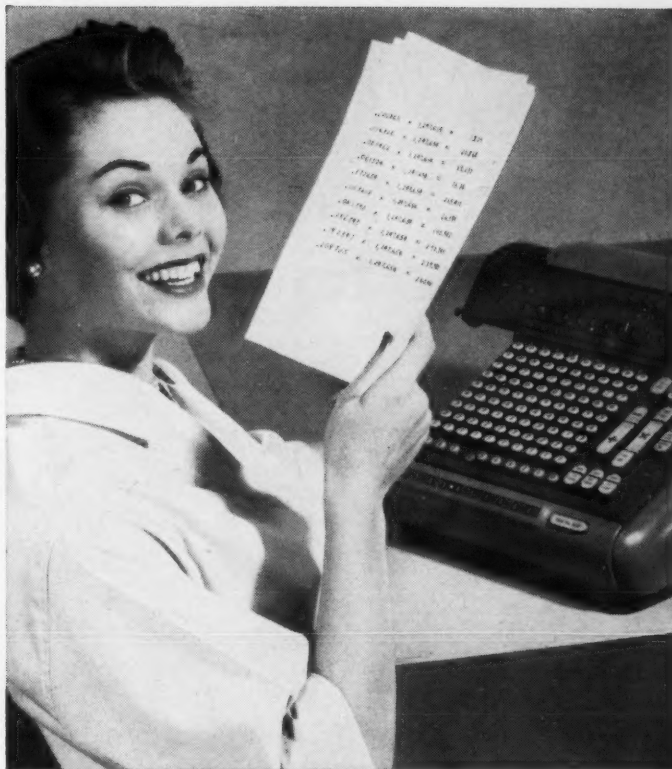
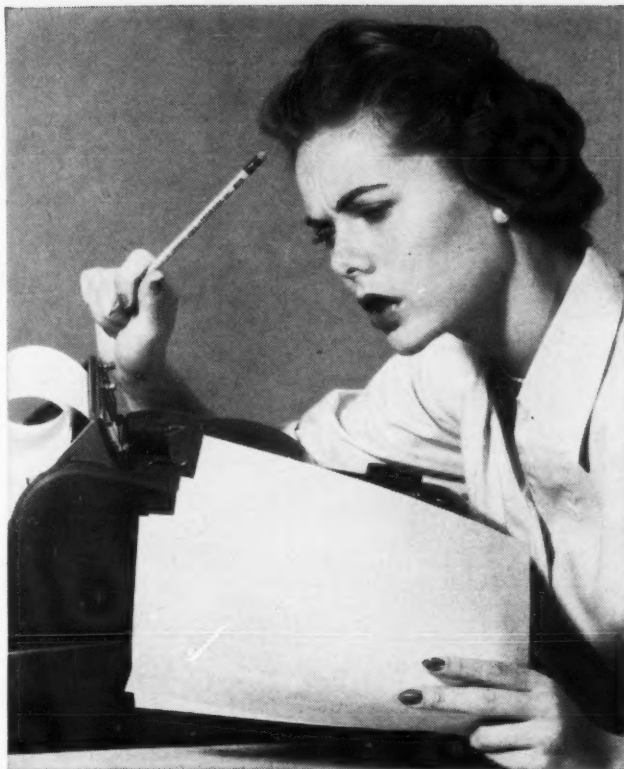
Several weeks prior to any arbitration hearing, all company participants are assigned pre-trial roles. Main objective: foreknowledge of all management and probable union arguments, plus the arbitrator's viewpoint. Armed with this information, a tightly knit case is enacted to present the company's position in the most favorable and convincing light.

Before the play, each member is given all data he normally receives prior to an actual arbitration session. Each is briefed on known union arguments in similar cases, arbitrator's opinions and decisions that followed.

Roles are rotated several times during the series to develop to the utmost each point of view—arbitrator, union, company. This actor rotation plan unearths further facts and ideas to strengthen the company's case.

Side benefit of this pre-role playing: unintentional misstatements and weak rebuttals made by company team members are spotted and guarded against.

End result: at the first actual arbitration following the play enactment, the company's case went off without a hitch. Most important—a decision in favor of the company. Naturally, role playing will be scheduled prior to all future arbitration cases in this company.



PUZZLED or POSITIVE about decimal points?

**Positive—always—with the Marchant
Deci-Magic...world's only calculator
with completely automatic decimals!**

Touch one key just once on this amazing calculator, and you've set *all* your decimals—for the problem *and* for the answer!

Then, just "write" your figures in the keyboard as you would on paper. Deci-Magic does the rest . . . *all of it!* You get your answer with the decimal point in the right place . . . *automatically!*

You can be confident of your own accuracy, too. With the Marchant Deci-Magic, you have a *visible dial check* on all entries throughout the calculation.

For *any* calculator user, the Deci-Magic's doubt-free decimal accuracy means greater sureness and ease than ever before.

The simplicity of the Deci-Magic must be seen to be appreciated. For a demonstration on your own figurework, just phone your nearest Marchant office. Or, for detailed information, send the coupon.

Modern Management Counts on Marchant

MARCHANT CALCULATORS

Division of SMITH-CORONA MARCHANT INC.
OAKLAND 8, CALIFORNIA



*You touch one key one time to set **all** your decimals automatically...that's Deci-Magic!*

MARCHANT CALCULATORS • OAKLAND 8, CALIF.
Please send more information on the amazing simplicity and completely automatic decimals of the Deci-Magic calculator.

D-5

NAME _____

PLEASE ATTACH COUPON TO YOUR BUSINESS LETTERHEAD

(Circle number 126 for more information)

How to get new sales power

American Motors has won its gamble in the small car market. But before placing its stakes, the company took actions to strengthen its odds. One management action was to rebuild the dealer organization entirely. This article reveals the details of how it was done. You will find ideas here that your own company can use.

How American Motors Corp. moved from big loss to big profit last year is a story that is now well known.

It is basically a story of a company's ability to foresee a shift in the market—i.e., to small cars—and move fast to capitalize on this shift.

George Romney, president of American Motors, has been credited with this foresight, and with the fast positive management action that followed it.

But when a company moves from a \$12 million loss one year to a \$26 million profit the next, it is clear that more than one man is responsible, as Romney himself points out.

One of the key men responsible for the American Motors profit picture (see chart) is Roy Abernethy, vice president of automotive dis-

tribution and marketing. His job was to tear down and rebuild the company's floundering, apathetic, overlapping dealer organization so that it would contribute to, rather than detract from, American Motors' sales strength.

The methods Abernethy has used to accomplish this task are set forth in this article. They are the kind of methods that will probably work for your company too, if you face the problem of strengthening your dealer organization.

The methods will be more meaningful if you look first at the specifics of the problem and the man who tackled them.

THE PROBLEM

■ When Roy Abernethy joined American Motors Corp., in Octo-

ber, 1954, this was the company's position:

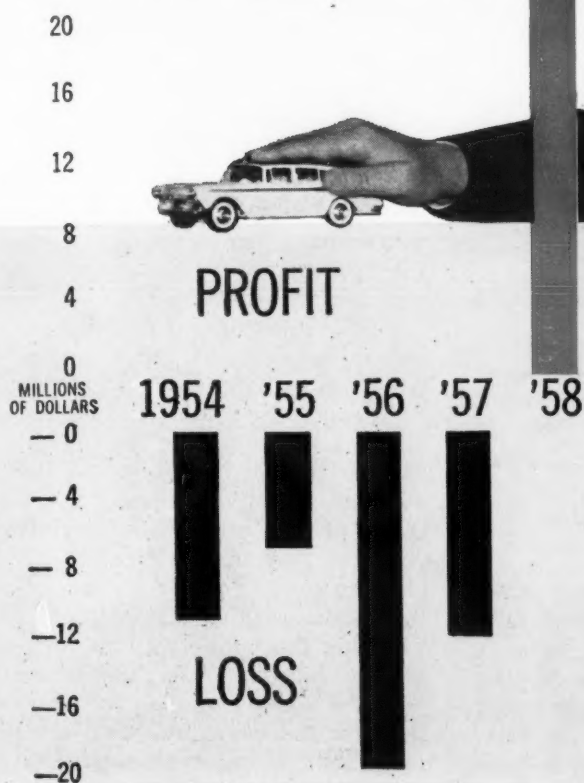
Formed May 1, 1954 by the merger of Hudson Motor Co. and Nash-Kelvinator Corp., the fledgling corporation faced a formidable array of internal and external problems in meeting Big Three competition.

To even the most casual observer it was evident that American Motors was having a tough struggle. It was losing money rapidly, had passed a dividend and was in debt to the banks and an insurance company to the tune of \$65 million.

Diminishing public confidence in the company's chances for success was reflected in shrinking sales of the compact Rambler and the senior Nash and Hudson cars. The merger had been interpreted by

ROY ABERNETHY OF AMERICAN MOTORS

from your dealers



the public as an act of desperation. Buyers avoided dealer showrooms in increasing numbers. Few were interested in purchasing a car that might end up an orphan.

Rumors flew that American Motors was to be taken over by another automobile company, by a combination of parts companies, by bankers, or by any one of several larger firms. Almost daily, the company was given a mock burial by nationally syndicated financial writers, which generated further skepticism about the firm's chances of survival.

Both Nash and Hudson had enjoyed good profits in the lush post-war selling years when the public eagerly gobbled up cars as fast as manufacturers could roll them off the assembly lines. But the return

of the buyer's market in the early 1950's and the sales blitz of 1955, in which volume was king, seriously hurt the independents and the middle bracket makes.

In addition to tremendous production capacity, Big Three makers had developed a high degree of interchangeability of components. This permitted them to take one body shell and use it as the basis for several cars. With this formula, it is possible to spread the cost of tooling and manufacturing over a much larger volume. The merger of Nash and Hudson was conceived by George Mason, first president of American Motors, as a means of gaining the same advantages of interchangeability.

Mason's death on October 8, 1954 came before the consolidation

of Hudson and Nash facilities had been completed. He was succeeded as president by hard-driving George Romney, then executive vice-president of the corporation. At 47, Romney had an industry-wide reputation as an able and imaginative automobile executive. He had joined Nash-Kelvinator in 1948 as Mason's administrative assistant. Previously, he had served as managing director of the Automobile Manufacturers Association.

As did Mason, Romney held the firm conviction that the future of American Motors' automotive operations lay in the compact car concept as exemplified by the Rambler. For some time, the living and working habits of Americans had been undergoing gradual change. The shift of populations



"It looked like a long, hard pull, but to me there is no greater satisfaction than putting over a tough sales program."

ABERNETHY

to suburban communities, the decentralization of business and industry and other significant factors pointed to a developing market for smaller, more practical cars. There was ample evidence that the motoring public was becoming disenchanted with the over-sized, chrome-laden, octane behemoths that jammed the nation's highways and parking lots.

The gathering signs of changing transportation requirements were generally ignored by the industry. Cars continued to grow longer, wider and higher-powered. Sales of small foreign-made cars began to pick up, but the 22,000 imports sold in the U.S. in 1954 were of scant interest to an industry geared to produce and sell eight million cars annually.

A race against time

Convinced that the automobile market was on the threshold of a vast change, American Motors in late 1954 embarked on a long-range program of selling the compact car. It was a race against time. Capital reserves were dwindling fast. There was a tremendous job of re-organization and consolidation to be com-

pleted before the company could take its place as a serious contender in the automotive market place.

Not the least of American Motors' problems was its duplicate dealer structure resulting from the merger. Nash and Hudson dealers overlapped in sales areas. In some cases, they competed for sales on the same street. Product lines also overlapped. Nash sold the Statesman in the medium price range in which Hudson dealers offered the Wasp. In the upper medium range, Nash had the large Ambassador which compared to the Hudson Hornet. Both dealer groups had the compact Rambler in the lower price class.

Not only was the duplicate dealer setup costly to operate, but the company's low volume—less than 2% of industry—was insufficient for two dealer systems.

Imposing a further strain on the corporation's finances were the duplicate sales teams within the Hudson and Nash organizations. Each sales division operated independently and maintained separate identity under central management. Each division had 21 zone offices which were virtually identical in

regional market coverage and location. Zones were staffed by a zone manager, an assistant manager, a parts and service manager, a business manager, and a number of district managers and parts and service representatives.

While internally committed to selling the compact car, the company was walking a merchandising tight rope. The senior Hudson and Nash cars were among the biggest cars on the road. This forced the company's relatively meager advertising budget to straddle product concepts, which weakened the effort to sell the public on the virtues of the smaller Rambler.

Selling the public was the long-range objective. The immediate problem was in changing the viewpoint of the company's own sales personnel. Many were apathetic toward the compact car idea. Exposed many years to the "big car" thinking that dominated the industry, they saw little chance for the Rambler to succeed when other U.S.-built small cars had failed to win public acceptance.

Nor was the dealer body sold on the sales potential of the Rambler. They wanted a car that would compete head on with Ford, Chevrolet and Plymouth. Most dealers subscribed to the traditional industry theory that the American car buyer had always wanted and always would want bigger and more powerful cars. From available evidence, there was little reason to think otherwise. In 1954, U.S. registrations of compact and smaller cars, including the Rambler and foreign-built cars, totaled only 70,000 units.

The company's slender share of the market diminished further in the sales "blitz" period of 1955

in which Ford and General Motors waged an all-out battle for first place in registrations. Caught in the competitive squeeze, independent dealers watched their profit margins vanish in the destructive price-cutting that swept the industry. Few Nash or Hudson dealers were geared to the high volume selling required to meet this fierce competition. Many inadequately financed dealerships went under. Some dropped their American Motors franchises and joined the ranks of the Big Three.

Against this turbulent background, George Romney moved quickly to reduce operating costs and build a younger and more aggressive management team. Many key positions in the sales organization were held by automotive veterans nearing retirement age. Others were obviously not geared for the fast pace that lay ahead. Romney's objective was to create a lean, hard-hitting sales organization that was willing to starve a bit in order to reap the rewards of future success.

To a great degree, future success was dependent on building a strong

and confident dealer organization. This demanded leadership by an experienced executive who held the respect and confidence of dealers—a man who could talk the dealers' language and orient them to selling the compact car. Few men in the industry possessed these qualifications.

One was Roy Abernethy. He was invited to meet with Romney in a Detroit hotel room on a crisp fall day in 1954.

THE MAN

■ Roy Abernethy, 47, was vice-president of sales for Willys Motors. He had an established reputation as a man who liked to tackle tough sales jobs. Starting in the automobile business as an 18-cent-an-hour mechanic with a Packard dealer in Pittsburgh, he had worked into sales and up through the ranks with Packard Motor Car Co.

Abernethy had held virtually every sales job in the automotive field from retail floor salesman to general sales manager. In addition, he had owned and operated a successful Packard dealership in Hartford, Conn., where he racked up

more than \$1 million in sales in a single year.

His background and personal knowledge of dealer problems and his reputation for fair dealing were well known in dealer circles. He had seen service with two independent manufacturers and was intimately acquainted with the role of underdog in the competitive wars.

Romney offered Abernethy the post of vice-president of sales for the Nash Division of American Motors. Abernethy was well set at Willys, but he was intrigued by the challenge offered by American Motors long-range plan to outflank the Big Three with the Rambler.

"The persuasiveness of George Romney and his fervent belief in the future of American Motors and the smaller car were difficult to resist," Abernethy says. "It looked like a long, hard pull, but to me there is no greater satisfaction than putting over a tough car sales program."

THE JOB

■ Abernethy's first move on joining American Motors in October 1954

The Dealer Advisory Board was not conceived as a grievance body, but for the exchange of sales knowledge and ideas.



"We realized that we needed an attractive package to offer in order to attract the type of dealers we wanted," Abernethy says. "We wanted quality dealers, those with

He consolidated some jobs and tightened the division's basic organization structure. He selected his people carefully, promoting from within where possible, but

V. E. Boyd, intelligent and likeable young executive who had been working on dealer development, was made an assistant general sales manager. Like Abernethy, Boyd was familiar with the ins and outs of corporate and dealer operations.

[illegible]

Before joining American Motors, he had operated dealerships in Iowa and Nebraska.

Lester W. Stevens took on the duties of director of dealer development. Stevens had served in dealer development with several auto makers, and was thoroughly acquainted with the national scene.

James W. Watson, veteran field sales and factory administrator, was named special assistant to Abernethy. Later, he became sales manager for the Metropolitan, the company's small, English-built import.

With such men, and others equally qualified, Abernethy had an experienced and well-balanced management team with which he could move into the field and attack the apparent deficiencies of dealers and the zone sales organizations.

The field. Over the years, Nash's field sales organization had developed layers of fat and a resigned attitude about the independents' small share of the car market that remained when the Big Three had finished splitting up the bulk of sales.

Examining the zone sales setup in detail, Abernethy found a total of 390 people engaged in administration, car distribution, business management, parts and service and miscellaneous duties. In many cases, zone administration was inefficient or indifferent. Pay scales were often lower than the industry average, and there was a high rate of turnover in key positions.

For example, he found that district managers, the company's immediate contact with dealers, were not accorded proper status in the sales lineup. Of 93 district managers, only 10 were being paid within the normal competitive salary range. Of the total, 70 were new men hired during the previous year. The heavy turnover—almost 75% a year—was a major roadblock to good dealer relations and sales performance.

Parts and service merchandising efforts were poor, and the organizational setup of warehousing for parts and accessories was unrealistic from the standpoint of efficiency and cost.



"Our chances for bigger volume were only as good as the dealers we signed."

Division managers supervising the zones were functioning mainly as coordinating mediums with ill-defined authority over zone operations. In some instances, zone managers were men capable of good performance with proper leadership and support at the factory level. Others had been "in grade" too long and had developed complacency to a high degree.

There was a notable lack of uniformity and coordination among the zones. Even the matter of traveling expenses was not clearly defined. Reporting procedures were random and there was no system for rating operating efficiency or performance.

Getting the job done. Abernethy and his associates spent many hours discussing and planning the best approach to the dealer and zone situations. Time was short. They needed to move quickly to correct deficiencies in both areas. What was the best method of evaluating and reorganizing the zone operations? How could the exact status and performance prospects of each dealer be determined?

It was decided the job could be done simultaneously through a series of conferences in each zone.

A master check list was drawn up covering all important phases of a car dealer's operation (*see Figure 1*). Opposite each dealer point were listed 21 questions which, when completed, would provide an at-a-glance picture of the dealer's strength and his planning potential. Check points included the dealer's past sales performance, his current travel rate, credit limits, working capital, his breakeven point, percentage of absorption, his showroom facilities and new and used car stocks.

Parts and service and accessory sales were also noted. Were there ample demonstrator cars on hand? Were used car facilities well located and lighted? Was the service department clean and well equipped? Were signs properly displayed?

The check lists would serve a two-fold purpose. Not only would they provide an accurate blueprint of the dealer group; they would quickly reveal the awareness and knowledge of each zone and district manager about their dealers.

Some of the facts were already known from the financial statements submitted by dealers. But

(Continued on page 86)

How to sell the prospect

There are proven ways to bring a procrastinating prospect to decisiveness. The first step is to understand the reason behind his desire to put off a decision. Then apply one or more of the 14 methods described here.

who
wants
to think
it over

“I’ll think it over.”
Those words have plagued every man on your sales force.

It’s a common scene: everything has gone smoothly, the salesman has told his story, dramatized the benefits, asked for the order. Then—the letdown: “I’ll think it over.”

The prospect hasn’t flatly refused, but neither has he agreed to buy. He has simply postponed making a decision.

There is seldom a compelling reason for this need for extra time. The prospect’s postponement may mean that there is some area in which he hasn’t been completely sold. It may signify some hidden misgiving about the proposition he has been offered. It can even be a smoke screen for some intensely personal reason for not buying.

Under such circumstances can the salesman still try for an on-the-spot decision?

“Unquestionably yes!” say the men who habitually do it.

Here, culled from their experiences in a wide variety of fields, are 14 of the very best ways.

1. Ask “Why?”

“I’ll think it over,” says Louis Axler, an assistant sales manager with Metropolitan Life Insurance Co., “is almost always plain subter-

fuge on the part of the prospect, a veil he’s using to cover up the real reservations in his mind. The salesman’s job is to pierce that veil and get the objections out in the open, where he can deal with them.

“Whenever I’m tossed that one, I say, ‘Let’s think it over *together*. While I’m here, I can give you the benefit of my experience and answer any specific questions you may have.’ Such an invitation, reflecting a genuine desire to help, not only disarms the prospect; it encourages him to bring his real doubts and objections forward. And I can usually answer them to his complete satisfaction.”

A top salesman for a sanding machine manufacturer finds that sometimes the “I’ll-think-it-over” reaction indicates that a potential customer doesn’t know himself exactly what his true objections are. By asking, “Why?” the salesman helps the prospect resolve his own uncertainties, pins him down to specifics, overcomes them—and frequently buttons up the sale right then and there.

Another, the sales representative for a cable manufacturer, is astonished by the variety of reasons smoked out by his innocent “Why?”

“Once,” he recalls, “it turned out that the purchasing agent I was

by Ted Pollock



dealing with was slated for promotion to vice president. With this promotion imminent, he was frankly afraid of upsetting precedent—in this case, changing from the cable his company had always used. My reply uncapped his pen like a magnet. Tactfully, I suggested that by giving me the order, he would demonstrate the kind of decisiveness that would underscore his qualifications for promotion."

2. Cite a special inducement for making the decision now.

"Order today and you can have delivery within 48 hours." "This week only we're offering a 3% discount on all orders." "The older you are, the higher the premiums." "Prices are going up on the 15th." "This model is going fast; demand is beginning to outstrip production." "Our national advertising campaign is breaking on the 10th—I can still get stock to you in time to meet the initial demand."

Any "bonus" that you can truthfully offer a prospect for buying now can tip the scales in your favor.

3. Prove that the prospect can afford to buy.

The man who says, "I'll think it over" may not be sure that he can afford your product. Dramatize the savings, the small investment, the self-liquidating features of your plan, the addition to his net worth.

"By installing our intercommunications system in your offices," says one salesman, "you largely eliminate the expense—and time-lag—of interoffice memos."

Richard Tobias of Connecticut Mutual Life Insurance Co. asks the "think-it-over" prospect what he spends each day on cigarettes, then explains, "For *less* than that, you can guarantee yourself \$10,000 on your 60th birthday."

4. "You're paying for it anyway."

One company rests its case on the motto, "The man who doesn't own one is paying for it anyway." How about you?

Can you cite some impressive figures on what your prospect's present inefficiency, labor expenses,

lack of stock, discomfort is costing him—a cost that an immediate order will lower or eliminate?

"Think it over by all means," answers a salesman for a fuel company, "but I'd like to point out that every 'thinking day' is costing you \$14 in avoidable fuel bills."

5. Assure him that he won't be making a mistake.

When a man wants time for thought, it may be because he is concerned over what the brass will say about his purchase. Or his partner. Or his wife.

A. J. Zemel, vice president, Premier Peat Moss Corp., suggests: "Do a little judicious name dropping. Show the prospect testimonials and give him other proofs of purchase by people whose judgment he respects. If you can show him a \$100, \$1,000 or \$10,000 order from a leading firm or citizen, he's bound to feel more secure about his buying judgment. Everybody likes to back a winner. Prove that your product is in demand by the pace-setters in your field or community and you'll spur positive action from the man who keeps looking over his shoulder."

Suggests another large-company executive: "A smart salesman finds out whom the buyer must answer to for his purchase, then volunteers to help sell *him* on the decision to buy. He suggests, 'Why don't we visit the president (or your partner, or your wife) together? That way, maybe we can clear up any special questions he (or she) may have.' In other words, the salesman offers to help the buyer 'spread the responsibility' for his decision to order."

6. Congratulate him on his caution.

"This certainly represents an important investment for you and I can understand your wanting to make the wisest possible decision. The wrong product (service, line, policy) could easily cost you \$500. The right one could just as easily save (make) you \$1,000. And this is the right one because..."

By apparently agreeing with your prospect's position, you subtly ally yourself with him, at the same time creating an opportunity to re-em-

phasize the benefits of your product.

7. Help the prospect shrug off his "guilt complex."

Urge him, "Be good to yourself—you *deserve* the benefits of my product or service." Most of us fancy ourselves martyrs who must do everything for our families and very little for ourselves. Given the least self-justification for buying, a prospect may give you the green light.

For example, a potential customer may have been born on "the wrong side of the tracks." Even though he is now enjoying a higher standard of living, he may suffer from a gnawing suspicion that it's somehow "wrong" to spend so much money on a beautiful lawn... labor saving tools... a convertible. Your assurances that he "deserves" the benefits of your product may strengthen his sense of justification.

8. Ignore it.

Sometimes, "I'll think it over" is merely a verbal shrug of the shoulders, not to be taken seriously. In such a case: keep talking. Your very next sentence may close the sale.

9. Create a sense of obligation.

With the man who wants to "think it over," the pro's and con's of your proposition may be weighing about evenly. Your job: to build up the positives so that they outweigh the negatives. One way to do this is to get your prospect into "psychic debt" to you, either by doing something for him or by getting something that has some value into his hands.

Some favorite approaches: "Then I'll reserve two gross for you—to make sure it will be available when you give us the order." "Let me write up the order and leave it for your signature. You can mail it in when you decide." "I'll ship those samples to you right away." "In the meantime, let's see if you're qualified for the policy." "Why not insure it with a small deposit?"

William A. Garrett, sales engineer, Long Lines Department, American Telephone and Telegraph



Indecision is a decision — to postpone a problem. But there are ways to sell the procrastinating prospect.

Co., likes to make a new appointment on the spot, then brings another man along to the interview. "The fact that I've taken the trouble to arrange for a visit by one of our specialists," Garrett explains, "frequently gives me just the psychological edge I need to get a favorable reply."

10. Find out if you're talking to the right man.

Are you sure he has the authority to buy? Many times, the man who seems to be the right one is merely a "screener" or "buffer" who may hate to confess the limitations on his authority, hence says, "I'll think about it."

There are several ways to find out who signs the orders at a company. Your own sales manager may know. Other, non-competitive salesmen who serve the firm can tip you off. If you are delicately discreet in your inquiry, the company's receptionist can be a well of information. Various credit rating reports are yours to draw on.

When you do find out the right man, however, be sure to contrive some way of seeing him without alienating the "buffer."

11. Use the "rivalry stimulus."

Every businessman has a built-in sense of competition. Use it to trigger an immediate decision: "Then I'll hold off making it available to anyone else in this area." "I'll try to postpone that appointment with the Acme Co." "We've received four inquiries from this neighborhood. Suppose I stall them off for 48 hours?" "You might be interested to know that Jones down the block has already ordered."

12. "Is there anything special we can do for you?"

Lurking behind the "I'll-think-it-over" stall could be the desire for a concession of some sort. Find out what it is—maybe you can oblige.

For example, a salesman for a floor cleaning machine company

was having a tough time getting his product adopted by a certain bakery. When the owner finally said, "I'd like to think about it," the salesman countered with, "What exactly can we do for you?" It turned out that a competitor had guaranteed the bakery that his company would make maintenance checks on the machine at three-month intervals for a year at no additional charge. When the salesman said that he could match the offer and volunteered to put it in writing, he got the order.

13. Offer guarantees.

Every company that offers a money-back guarantee on its product does so confident in the knowledge that only an infinitesimal fraction of the public will ever take advantage of it.

The principle is a sound one. People hate to part with things once they have them. Put that human quirk to work for you. If your product or service lends itself to such an agreement, offer a free trial period during which the prospect can actually experience the benefits you have been talking about. Come decision-making time, almost certainly he will buy.

"Use it for a week, at no obligation," offers a salesman for an air purifier concern. "If you aren't more than satisfied, we'll take it back, no questions asked." He seldom has to pick up a purifier.

"Wouldn't it save us all a lot of

time if you were to okay the deal now," asks an insurance agent, "with the understanding that you can cancel within one week if you *should* decide otherwise?" In a surprising number of cases, that cinches the sale and only rarely does the prospect ever cancel.

14. Sell the satisfaction of making a decision.

Most people are procrastinators. They hate to make decisions. But *help* them make one and you accomplish two things: you make them pleased with themselves for getting something constructive done and pleased with you for not having wasted their time.

"Wouldn't today be a good time to get this settled and off your mind?" sounds simple, but it can be most effective.

A salesman for a highly specialized editorial service finds this approach works: "I wonder, Mr. Prospect, if you haven't had the same experience as I—that more is frequently lost through indecision than through a wrong decision?" Then he goes on to prove that it is better to go through with something that meets 75% of your requirements and will get results than to hold out.

"In a sense," answers another man, "indecision is a decision—a decision to postpone solving a problem. Now, while everything is fresh in your mind, why not weigh the pro's and con's and come to a profitable decision?" ■

... a
15th
way

Sometimes, Uncle Sam can help you convince the undecided prospect.

Depending on what it is you're selling, it is frequently possible to prove that an immediate order can save the prospect cash by enabling him to write off part of the purchase price as depreciation. The later in the year he buys, however, the smaller the percentage he can deduct for that year.

It's logical, legitimate and legal.

**These NLRB
cases reveal**



**to avoid
in labor
relations**

Costly trouble with the National Labor Relations Board can come your way whether or not your company is unionized. Even an attempt to help a union can be a mistake. To avoid trouble, know the rules on what you can and cannot do or say. These factual cases flag hazards in your labor relations path.

■ Your employees are talking union. You've never had one, and you feel you're better off that way. But now the grapevine tells you a union organizer is here, calling on your employees in their homes, holding small meetings.

What do you do? Call in a few "reliable" employees, get the names of the malcontents and fire them at once? If not that, do you give everybody a raise and stretch out the coffee breaks in the hope that this largess will persuade them they don't need a union? Or, at the other end of the spectrum of manage-

ment reactions, maybe you decide, "Well, if a union's what they want, I'll help them get it."

Be careful. Any of these paths may contain pitfalls of trouble with rules of the National Labor Relations Board.

Or maybe you're dealing with a union already, and you coexist peacefully with the business agent or local president. You've found him reasonable at the bargaining table. To keep him that way, you've always tried to see little day-to-day matters his way. But don't let these calm relations lull you into believ-

ing you're immune to labor trouble. Employers often run afoul of the N.L.R.B. almost by chance.

You might get off with a mere reprimand. But an N.L.R.B. decision can make you fork over thousands of dollars in back pay for employees you have misused, however innocently. Since the Taft-Hartley law was enacted in 1947, employers have had to pay out more than \$10 million in back wages for individual employees.

And the five-man board is now concerning itself with the labor relations of tens of thousands of busi-



Don't hire a spy

ness firms that once were considered too small to bother with. The N.L.R.B. recently broadened its jurisdiction to include these smaller concerns. Congressional moves constantly threaten to change the Taft-Hartley law, forcing the board to assert even wider jurisdiction.

Thus regardless of your size, your conduct when union talk is in the air grows more important. Offhand remarks you make often are examined critically to determine the motive behind your actions—to determine whether you've broken the law.

Here are some recent cases that came before the board, each involving a different labor relations problem. The names have been deleted, but these are real cases, just as they developed, with the pitfalls that tripped up employers.

PITFALL NUMBER ONE:

Don't try espionage

■ When the personnel manager of a Mississippi company recognized a labor organizer in town, he warned his foremen to keep alert for union activity. One foreman had an even better idea. He had a friend, he told the manager, who could be put to work in the plant as a spy.

Delighted, the manager hired him. Shortly, the spy reported he had made contact—a fellow employee had invited him to a secret union meeting in a motel outside of town. After that meeting, and every meeting for eight months, the spy

reported to the manager. He gave the names of employees who attended meetings. He told who signed union cards and what plans the union made. The manager used this intelligence to fire union sympathizers his spy named. Employees were warned that the company would know the next day if anybody joined the union.

Later, when the union complained to the N.L.R.B., the conscience-stricken spy told the whole story.

The board directed the company to rehire the employees and pay them in full for wages they lost. The company was ordered to stop spying on employees' union activities. And, the government directed, notices must be placed in every pay envelope advising employees that they were free to join any union they wished.

PITFALL NUMBER TWO:

Don't fire union sympathizers

■ The owner of a company in Texas tried the bold approach when his employees began talking union. Records don't show how the owner found out, but he fired 13 of his 30 employees two days after they signed union cards. He never gave them any reason. At the N.L.R.B. hearing, the owner said he fired the 13 because business was slack. His story didn't hold water, however, because payroll records showed he had hired 13 replacements immediately. The board ordered him to re-

hire all the employees and pay them back wages for the period they were off work. That hurt, because the 13 replacements also had been drawing wages for the same period.

A more sophisticated approach by another company failed, too. To build a legitimate case against two employees suspected of unionism, the manager had their foreman conduct "tests" of the quality of their work. Figures on the two suspects were accurate, but false figures were supplied for others in their crew to make it appear that the suspects were poor workmen. They were fired. The plan failed when, at the board hearing, their foreman admitted under oath that the test was false; a quality control man in the plant testified the falsified test scores were ridiculous; and a stenographer told how, when a board examiner was in the plant, she hurriedly typed a report of the "test" and predated it to make it conform with the date of the firings.

PITFALL NUMBER THREE:

Don't abdicate to the union

■ An employer in New Jersey offered a man a job on one condition: that he clear his employment with the local union that had a contract with the employer. The man took the job and five times went to the union offices to get clearance. Each time, the union president was too busy to see him. Eventually, the employer let him go, explaining that the employee had never obtained clearance.

The N.L.R.B. was irate. By conditioning the worker's employment on his ability to get clearance from the union, the board found, the employer illegally discriminated against him. It is unlawful to let a union determine what job applicants will be hired, the board declared, because it coerces them into joining the union. The employer "thereby placed the union in control of his hiring and has abdicated such function to the union," the board found.

It was a costly violation. The board not only ordered the company to stop letting the union con-

IS YOUR COMPANY UNDER NLRB JURISDICTION?

According to recently revised standards, you are under the jurisdiction of the National Labor Relations Board if your company is:

Non-retail, and has an annual outflow or inflow of at least \$50,000 worth of goods or services, directly or indirectly. (A direct transaction is one with an employer outside your state. Indirect outflow means sales within your state to users who, through their gross volume or direct transactions, are under board jurisdiction. Indirect inflow is the purchase of goods or services originating outside your state, but purchased from a seller within your state.)

Retail, and does a \$500,000 gross volume of business annually.

An office building, with a gross revenue of \$100,000 of which \$25,000 or more is derived from organizations that meet any of these standards.

In intra-state transportation or other local

activity that constitutes a link in the chain of interstate commerce, and receives \$50,000 from the linkage part of the enterprise; or receives \$50,000 for services performed for employers who are engaged in interstate commerce.

A public utility that does \$250,000 gross volume, or meets the above standards for non-retail establishments.

A transit system doing \$250,000 gross volume. **Radio, television, telegraph or telephone** concern with \$100,000 gross volume.

A newspaper with \$200,000 gross volume.

In national defense work, and judged by the board to have a substantial impact on national defense.

In an employer association that bargains with unions on behalf of association members — if the total of the members' business volume meets these standards. ■

trol its hiring. The discharged worker was ordered reinstated, with back pay. As further punishment, the board ordered the union and the company jointly to pay back to all of the company's employees all union dues, initiation fees and other money collected by the union under their illegal hiring arrangement.

The same kind of fate can befall an employer who is not careful about his foremen. A newspaper publisher left it up to a mailing room foreman to hire mailers. But the foreman, it was agreed in the union contract, had to be a member of the union. And the union's by-laws, made a part of the contract, bound all members to give jobs to

fellow members first. The board found the employer thus discriminated against non-union men. Again, the union and the company had to pay all employees all the dues and initiation fees they had paid to the union since the illegal contract went into effect, even though the company got none of the money in the first place.

PITFALL NUMBER FOUR:

Look out for "spontaneous combustion"

■ There was no union in a Wisconsin machinery plant, but the N.L.R.B found the company guilty of union-busting anyway. It hap-

pened when a new foreman was put in charge of a work crew in the plant. One of the workmen threw down his tools and declared, "I will never work for that two-faced . . ." Fifteen employees went at once to protest against the foreman to the manager, with four of them acting as spokesmen. When the manager told them the choice of foreman was management's business, not theirs, they agreed to return to work. Two days later, however, the manager thought it over and fired the four spokesmen. But the labor board has ruled that even though no formal union exists, when workmen go together to discuss grievances with management, they "constitute themselves a labor organization." By firing the four men, the board ruled, the company interfered with their rights to organize. The board ordered the company to reinstate all four and pay them back wages for the time they lost.

PITFALL NUMBER FIVE:

Avoid bargaining "gimmicks"

■ Bargaining sessions began promptly, as the law requires, when the employees of a North Carolina furniture company joined a local unit of the carpenters' union. Most issues were settled in a series of

It's illegal to clear hiring with the union



HOW TO AVOID INNOCENT VIOLATION OF LABOR LAW

You can break the labor laws inadvertently in an endless variety of ways. Some of the ways are illustrated in the accompanying article. Employers and unions alike stumble across new ways to do it all the time. To avoid danger, keep the following basic guides in mind:

The law guarantees workers the right to join or form labor organizations of their own choosing. The board would like to have them make up their minds in laboratory conditions, free from all outside influence. Anything that interferes with their free choice is a violation. During a union organizational campaign, it would be wise to view every personnel move or statement you intend to make in the light of these principles.

On the other side of the coin, workers are also free not to join any labor organization. Anything you do to coerce them in that direction is a violation, too. (The exception is the union shop agreement. This is a contract between a company and a union that clearly represents a majority of the employees. It requires every employee to join the union within 30 days. Enforcing this contract is legal in some states.

But it's not enough that you alone understand these principles. You're responsible, too, for any violations committed by your supervisory employees. They should be warned periodically, with a proper record made of the warning, that they must not in any way threaten

reprisals or promise benefits to employees to interfere with their right to join a union. If you doubt that your supervisors can observe the warning, far better to direct them never to discuss unionism at all with any employee.

Are you forbidden to say anything against unionization? No. The law entitles you to seek to persuade employees not to join. You may state your reasons for opposing a union. But again, beware of threats or promises, whether open or veiled. Real evidence of vice or corruption in the union, for example, can be called to the employees' attention. It would be best to make your appeals in employee meetings or in leaflets, rather than in private, individual talks that might be misconstrued as interrogation. Keep a record of what you say. And make certain that you don't deny the union spokesmen an equal opportunity to state their case, too.

If you feel you must fire an employee in the course of a union campaign, make certain you are firing him for cause. Be honest with yourself. Be sure it's a real cause, not something you dreamed up to cover simple animosity toward the union. Be prepared to prove you had cause, and that it was something new. An employee whose frequent tardiness has been overlooked for a year can't suddenly be fired when you find out he's talking union—unless you can show flagrant new tardiness or some other current offense. ■

meetings, but no final agreement could be reached. The company insisted that the contract contain a no-strike clause, including union liability for any injury or damage caused by violation.

Furthermore, the company demanded, the contract should contain this provision: "It is understood that the liability here provided for shall not be confined to the resources of the local union but shall extend to the full resources of the international union, that is, the United Brotherhood of Carpenters and Joiners of America." The local union said it couldn't obligate the international's funds and the company replied it wouldn't sign without that protection.

The stalemate lasted until the union complained to the N.L.R.B. The board ruled that the company violated the law that requires a company to bargain with a union about wages, hours and conditions

of employment. It is permissible to bargain about other subjects, if both sides are willing, the board has held. But one side cannot insist on one of these extras as its price for signing a contract. By putting an "or else" tag on the liability clause, the company was in effect refusing to bargain. The board ordered the firm to resume bargaining about proper matters and, if agreement were reached on those, to sign a contract.

PITFALL NUMBER SIX:

Check your "no solicitation" rule

■ An employee of a Wisconsin printing company asked permission from management to distribute union cards to fellow employees on company premises. A company official studied the cards, thought it over and finally told the employee he believed it wouldn't be a good

idea. But immediately when his shift was over, the employee passed out the cards anyway. He was fired.

At the board hearing, the company contended it had a strict rule of many years standing, forbidding all solicitation in the plant. A company official said all employees were told of this rule when they were hired. But the company executive who did most of the hiring testified that new employees were not so instructed. The rule was not posted anywhere in the plant. None of the employees who testified had ever heard of the rule.

And besides, an N.L.R.B. official noted, evidence showed there were frequent solicitations in the plant, some of them to buy gifts for company officials on special occasions. If any rule existed, the board found, "it was more observed by its breach than by its enforcement."

The board concluded the man was fired not for violating any soli-

citat
tryin
ers
rehir
lost.
comp
ploy
card
prop
hour
In
quot
strict
empl
organ
them
demo
neces
discip

PITFALL Outs with

■ Af
da fi
cards
called
tionin
they
could
union
plove
up, s
wante

A
nounc
charg
it was
to inc
their
nomic

Don't



citation ban, but because he was trying to unionize his fellow workers. The company was ordered to rehire him and pay him for wages lost. The board also ordered the company to stop "prohibiting employees from distributing union cards or literature on company property during non-working hours . . ."

In another similar case, the board quoted the Supreme Court: "No restriction may be imposed on the employees' right to discuss self-organization among employees themselves unless the employer can demonstrate that a restriction is necessary to maintain production or discipline."

PITFALL NUMBER SEVEN:

Outsmarting the union with raises

■ After most employees of a Florida firm signed Teamsters Union cards, a company representative called them in one by one for questioning. The company man agreed they needed a raise, but said he couldn't promise anything until the union had been killed. So the employees signed a petition he drew up, stating that they no longer wanted to be union members.

A 14-cent wage increase was announced shortly and the union filed charges. The labor board found that it was unlawful 1) for the company to induce employees to repudiate their union by promising them economic benefit for doing so; 2) to

draft and circulate the petition; 3) to interrogate the employees; and 4) to grant a wage increase directly to the employees in disregard of the union they had chosen to represent them.

The company was ordered to bargain with the Teamsters and to stop any interference with the employees' right to organize.

PITFALL NUMBER EIGHT:

Don't play "union vs. union"

■ In Missouri, the owner of a machine shop questioned his employees and learned some of them had signed union cards proffered by the International Association of Machinists. He fired the employee who had passed around the cards. Four days later, the local office of another union, the International Brotherhood of Boilermakers, got an anonymous call asking a union representative to "talk to the boys" at the same company.

An organizer called on the owner, got prompt permission to talk to the employees and persuaded them to join. It took him only three hours, in a private meeting with the owner, to work out a contract providing: a five-cent hourly wage increase; the owner would pay initiation fees and the first month's union dues for all hands; a dues check-off system would be installed so the employer would withhold union dues automatically from all workers' checks and forward the payments to the union.

The Machinists Union complained to the N.L.R.B. In the hearing it developed that the shop owner himself was the man who asked the Boilermakers to visit the plant. He had decided he would rather have the Boilermakers than the Machinists his employees were flirting with.

The board found he had violated the law by assisting one union while combatting another, thus depriving the employees of their right to a free choice of unions. The employer was ordered to withdraw recognition of the Boilermakers and not to interfere with the organizational attempts of any union. He also was directed to reimburse all employees for the dues they paid into the union because the contract he signed with the assisted union was illegal.

PITFALL NUMBER NINE:

Don't threaten reprisals

■ Officials of a North Carolina mill learned that some employees were attending union meetings at a nearby cafe. Company executives summoned employees into meetings, and called them individually into executive offices, to talk to them about unionism. Various foremen also talked to employees individually in the plant.

Employees testified they were told such things as these: If a union came in, employees would have to pay their own insurance and would get no more bonuses; some employees would be laid off and the workload would thus increase for the rest; the company would close its doors before it would accept a union; the company would grant raises if the union men got out of town; and that any employees who voted for the union would be "remembered."

The board has established that an employer is entitled to seek to persuade his workers not to affiliate with a union. He may state his op-

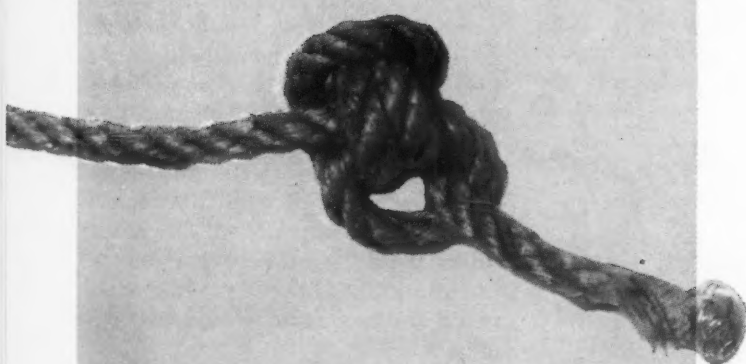
(Continued on page 90)

Don't overdo kindness





HOW TO TAKE THE TENSION OUT OF YOUR JOB



It's not overwork that makes the typical tired executive tired; it's tension caused by lack of exercise.

But how can you, a busy executive, find time for push-ups and knee-bends? You don't have to. The physical fitness experts say you can keep in shape by making a few simple exercises part of your daily routine.

If you are tempted to say—Why bother?—you'd better consider these facts:

- Twice as many sedentary people as active people have heart attacks every year.
- The greater percentage of ulcer and diabetes sufferers are inactive people.
- Less active people are more susceptible to emotional difficulties.
- Of all serious backaches, 80% are the results of muscle deficiency and tension.
- An unfit person ages faster than a man in good condition.
- A 50 year old American male has less chance of reaching 60 than men of 15 other nations.

Exercise is not the total answer to these problems, but in almost every case it is a big part of the answer.

Flight and fight

Men—even executives—are animals, physiologically speaking. They are thus subject to Cannon's Law of Flight and Fight.

The law says simply that an animal will either run or fight when it is irritated.

Suppose the neighborhood nuisance, Fido, comes over into your yard and starts barking at your Rover. This irritates Rover so he gets up from his nap under the back porch and starts barking back. His system gets a shot of adrenalin. His blood pressure goes up. His fur bristles. His muscles tense. Under

You can reduce your fatigue substantially, and perform better in your job, when you eliminate the tension that's slowing you down. You reap the added benefits of longer life, better health and more time to call your own. Bonnie Prudden suggests these simple, tested steps to get rid of tension, get more out of life.

the circumstances, he'll do one of two things. Either he will rush out to fight Fido and chase him away, or he will run away himself. In either case, Rover has an outlet, a way to use up the extra adrenalin in his system. When the adrenalin is used up, the tension vanishes and Rover can crawl back under the porch to peacefully resume his nap.

A businessman's system goes through much the same kinds of changes when he is stimulated by irritation or a problem. But the executive's difficulty is that he can't release his tensions the way that a more natural animal can.

When a man gets a particularly irritating phone call, for example, he gets mad and he tenses. He'd like to punch the caller in the nose, but he can't. In fact, he can't even let on he'd like to. He is not allowed to bark at his secretary or show any signs of anger in the office. As a result, he can't release the tension caused by the phone call. Soon the tension backs up into a headache or a backache or an upset stomach.

How to stop tension before it starts

To keep operating at your maximum efficiency, you should know how to dispel tension before it has a chance to build up and cause damage.

Usually, tension is localized in the neck, shoulders and back. The trick is to loosen your muscles in



"Invariably, the man who exercises daily looks better, feels better, works better."

these areas before they become too tight.

Here are five easy actions you can take to prevent tension from beginning to build:

1. Shrug your shoulders two or three times every time you perform a regular action, such as signing a letter, hanging up the telephone, turning away from your desk.

2. Take a deep breath every time you sit down.

3. Lean back and stretch hard at least once every half hour.

4. Place your hands on opposite sides of a doorway and push sideways every time you go through.

5. Bend down and touch your toes every time you get up from your chair. Let your arms and shoulders fall loosely.

Do these simple things regularly enough and often enough and they'll become secondary reflexes, like driving a car.

But what about the self-conscious, status-conscious executive who feels he'd look silly doing things like this in his office?

"I have never yet met a top executive or president of a really big company who had any feeling about status if he set the styles," says Bonnie Prudden, leading authority and columnist on physical fitness. "Young executives might be afraid to exercise in their offices, for fear the boss would see them. But let the man who's respected start the exercising, and the rest will follow."

Management Methods recently interviewed Bonnie Prudden to get

Daily exercise—a buffer



"Exercise is not necessarily a gymnasium affair," says Bonnie Prudden. "You can exercise all day long in the normal course of your affairs. Plenty of exercise worked into your daily pattern will do wonders for you. And the best thing about it is — it's easy!"

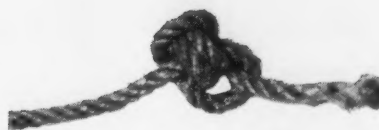
1 "Let's take an average day," says Bonnie Prudden. "In the morning, a commuter has two miles to go to the railroad station. That's a little too far to walk, so his wife drives him. There's nothing that says she can't drop him four or five blocks from the station and say goodbye. All he has to do is start a couple of minutes earlier to allow time for the walk."



2 "He gets off the train. If his office is less than seven blocks away, he can walk to work. If it's more, he can take the bus to within four or five blocks and walk the rest of the way. He should get that morning walk in whether it rains, snows or sleets."



against tension



3 "Now he's in his building. If he works on the 11th floor, he can take the elevator to the 10th floor and walk the last flight up. I wouldn't recommend walking all the way up because that's too much strain. But if he can build up to walking up two or three flights every morning, so much the better. And the same at night. Instead of riding down, he could walk down the stairs in the time he'd normally spend waiting for the elevator. Walking down is hardly any strain at all."

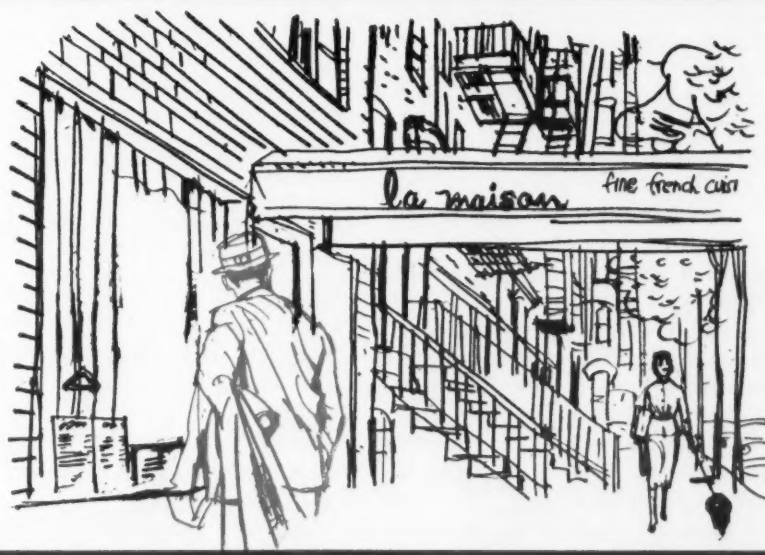


4 "As soon as he gets in his office, he could close the door and do four or five push-ups and a couple of bends. Many men already do this. Then suppose he has a troublesome phone call. He feels tension starting to build. So he does a push-up in his chair. This uses up the extra adrenalin in his system that has caused tension along his shoulders and back. His muscles return to normal and the tension subsides."



5 "On his lunch hour he should take 45 minutes or an hour. Even clerks get that much. Too many busy men rush through their meals in 20 minutes and then wonder why they get indigestion. Most men have a favorite restaurant or two nearby, but they should find a new one four or five blocks away and walk to it a couple of times a week. After lunch, it's a good idea to take a leisurely walk back. Look at the pretty girls. Any city is full of them. The main thing is to relax when you have the time to relax. Don't make the restaurant a second office."

(Text continued on page 56)





**"Tension can be dispelled any time
you have a few minutes to spare."**

her expert opinion on how executives can take tension out of their jobs. She not only described, but also demonstrated the simple exercises that will help you to look, feel and act fit.

The way to fight tension and fatigue is to get your muscles in condition to withstand the strain of your job, says Bonnie Prudden.

"The executive who thinks he has to set aside an extra hour or so a day for exercise is wrong," she says. "He can work a pattern of exercises into his daily activities and hardly ever notice it."

The kind of executive exercise she recommends consists of push-ups, sit-ups, chin-ups, deep knee bends, toe touching and lots of walking.

How to exercise in your office

There are numerous opportunities for exercise right in your office.

Many men who benefit from daily conditioning say one of the best times to exercise is the first five minutes in the office.

"As soon as I arrive," one executive explains, "I close the door, take off my coat and do five to 10 quick push-ups. Then I bend down and touch my toes until my back feels loose. The whole thing takes no more than two or three minutes. I find it tones me up for the day."

According to Bonnie Prudden, one of the easiest, most convenient, yet most effective exercises is the chair push-up. It can be used to relieve tension instantly. All you do is place your hands on the arms of your chair and push until your

arms are straight and you have lifted your body out of the chair. Then let yourself down again slowly.

"It wouldn't do a bit of harm for every executive to have a chinning bar in his office doorway," says Bonnie Prudden. Even if an executive can only chin himself once at a time, he'll do at least 20 a day if he chins himself every time he enters and leaves his office.

"This probably sounds odd, and maybe a little foolish to some executives but I'd bet that if there were a chinning bar above Mr. Eisenhower's door, there would be one in the majority of executives' offices in America."

Those in-between minutes are ample time for a few deep knee bends, or a few semipush-ups. To do a semipush-up, lean on your desk at a 45-degree angle, then push yourself up straight. It's not as strenuous as a regular push-up, but almost as beneficial.

Tension can be dispelled any time you have a minute or two to spare—while waiting for a caller to come into your office, for example.

How to exercise away from the office

You can do a lot to improve your fitness in the time it takes you to go to or from the office (*see picture series, pages 54, 55*). Use the stairs instead of relying on the elevator. Take a walk after lunch, and walk to the train after work instead of taking the bus.

At home, not so pressed for time, you have opportunities for more

extended exercise. Five minutes of sit-ups, push-ups, toe touching and deep knee bends as soon as you get up will help wake up your whole body and get you off to a good start for the day.

Bonnie Prudden suggests a regular walk after dinner for the tired executive. "No matter how tired you feel, don't sag into that chair in front of the TV set. Get the wife and kids and take a walk in the evening. It'll pep you up and get rid of that tired feeling, and it gets the family together. They get some useful exercise, too."

But, you ask, how much exercise is right for me?

Bonnie Prudden recommends starting easy. "Don't try to climb the Matterhorn on your first hike. Do as many sit-ups, push-ups, or bends as are comfortable for the first few times. Increase the number you do slightly the second week. In what will seem like no time at all, you'll be doing 15 or 20 of every single exercise and hardly notice it.

"The idea is to overload—slowly. If you try to reach your peak performance every time, you'll strain and get into trouble.

"The men I know who exercise regularly—and regular exercise is the key to really keeping in shape—invariably look better, feel better, work better. The men who just sit around getting lumpy somehow just don't feel satisfied with themselves. They're not satisfied with themselves as husbands and their wives aren't satisfied, either."

Two misapprehensions

Men in their 40's and 50's often have two common misconceptions:

1. "The best way to avoid a heart attack is to avoid physical exercise."

2. "It may be easy for a man of 30, but I'm too old to get in shape."

Both statements are false.

One of the newest theories in

**"It's
fan mail
...and
do we
love it!"**

— says H. M. Smith, Second Vice-President
Director of Sales, Sheraton Corporation



TYPICAL FAN MAIL:

- "A trouble-free convention is my biggest concern and I'm always confident that things will run smoothly at a Sheraton Hotel."
- "Since I have the responsibility of arranging meetings for our organization, I go out of my way to take my requirements to Sheraton. I know I'll receive the utmost in co-operation."
- "I'm always pleased when I read that you people have acquired another hotel — it means there will be another Sheraton Hotel at my service when it comes to working out details for our future conventions."

... What a wonderful way for a Sales Director's day to begin — with letters like these crossing his desk.

You can easily find out what the shouting's all about. Next time you're planning a sales meeting in a Sheraton city, put matters into the capable hands of the Sheraton Sales Staff. These experts will arrange for meeting rooms and banquet halls, plan menus and entertainment. They offer an immediate cure for all your convention headaches.

FREE PLANNING GUIDE AND CHECK LIST of 149 items — to help your next banquet or convention run smoothly. Write to: Sheraton Hotels, National Convention Office, Sheraton-Park Hotel, Washington, D. C. And ask how Sheraton can be of service in solving your specific problems.

SHERATON HOTELS

EAST
NEW YORK CITY
Sheraton-East
(formerly the
Ambassador)
Park-Sheraton
Sheraton-McAlpin
Sheraton-Russell
BOSTON, Mass.
Sheraton-Plaza
WASHINGTON, D.C.
Sheraton-Carlton
Sheraton-Park
PITTSBURGH, Pa.
Penn-Sheraton
BALTIMORE, Md.
Sheraton-Belvedere

PHILADELPHIA, Pa.
Sheraton Hotel
PROVIDENCE, R.I.
Sheraton-Biltmore
SPRINGFIELD, Mass.
Sheraton-Kimball
ALBANY, N.Y.
Sheraton-Ten Eyck
ROCHESTER, N.Y.
Sheraton Hotel
BUFFALO, N.Y.
Sheraton Hotel
SYRACUSE, N.Y.
Sheraton-Syracuse Inn

BINGHAMTON, N.Y.
Sheraton Inn
MIDWEST
CHICAGO, Ill.
Sheraton-Blackstone
Sheraton-Towers
DETROIT, Mich.
Sheraton-Cadillac
CLEVELAND
Sheraton-Cleveland
CINCINNATI, Ohio
Sheraton-Gibson
ST. LOUIS, Mo.
Sheraton-Jefferson

OMAHA, Neb.
Sheraton-Fontenelle
AKRON, Ohio
Sheraton Hotel
INDIANAPOLIS, Ind.
Sheraton-Lincoln
FRENCH LICK, Ind.
French Lick-Sheraton
RAPID CITY, S. D.
Sheraton-Johnson
SIOUX CITY, Iowa
Sheraton-Martin
Sheraton-Warrior
SIOUX FALLS, S. D.
Sheraton-Carpenter
Sheraton-Cataract

CEDAR RAPIDS, Iowa
Sheraton-Montrose
SOUTH
MOBILE, Ala.
The Battle House
LOUISVILLE, Ky.
Sheraton Hotel
The Watterson
DALLAS, Texas
Sheraton-Dallas
AUSTIN, Texas
Sheraton-Terrace
Motor Hotel

WEST COAST
SAN FRANCISCO, Cal.
Sheraton-Palace
LOS ANGELES, Calif.
Sheraton-West
(formerly the
Sheraton-Town House)
PASADENA, Calif.
Huntington-Sheraton
PORTLAND, Oregon
Sheraton-Portland Inn
(Opens fall 1959)

HAWAII
(Sheraton operated)
Royal Hawaiian
Princess Kaiulani
Moana
Surf Rider

CANADA
MONTREAL, Que.
Sheraton-Mt. Royal
The Laurentien
TORONTO, Ont.
King Edward Sheraton
NIAGARA FALLS, Ont.
Sheraton-Brock
HAMILTON, Ont.
Sheraton-Connaught

(Circle number 137 for more information)

**MAKES OFFSET
DUPLICATING
as SIMPLE as**



DAV-A-MATIC SPEEDS UP OFFICE DUPLICATING

DAV-A-MATIC'S exclusive Master-Minder makes office offset duplicating a simple operation. Inexpensive paper masters are attached in six seconds... and you're ready to produce permanent legible copies of letters, forms, price lists, etc.

DAV-A-MATIC is the simplest offset duplicator ever made. It's simpler for general duplicating. It's simpler for systems duplicating and it's simpler for short run (and in the long run too!) With the DAV-A-MATIC, office duplicating is a clean operation. No more ink stained hands or clothing. Operators love it!

Prove it to yourself. Ask your local Davidson distributor for a personal, no-obligation demonstration, or write for the new brochure to Davidson Corporation, 29 Ryerson Street, Brooklyn 5, N. Y.



**DAV-A-MATIC
OFFSET
DUPLICATOR**

A Subsidiary of Mergenthaler Linotype Co.

(Circle number 113 for more information)

"Some firms are retiring vigorous executives at 65 when they should be retiring some of the old men of 30."



medicine is that exercise plays an important part in strengthening a man's heart. Heart Specialist Dr. Paul Dudley White says that exercise is a very important factor in recovery from a heart attack.

No doctor, however, recommends over-exertion. Moderate, regular exercise is the important thing.

Regarding the belief that a man of 30 can get into shape more easily than a man of 50, just the reverse is true.

Says Bonnie Prudden: "A man in his 40's or 50's is more accustomed to physical work and exercise because he got it when he was young. Most men in their late 20's and early 30's have had easier, less active childhoods. Consequently, the younger man has to start from the bottom. With the older man, it's a matter of re-conditioning the muscles he already has.

"For instance, it takes me six weeks to put a 40 year old woman into shape today. It often takes me two years to get a 14 year old girl into condition. That's because younger people haven't done much but sit on their seats since birth."

A company problem

Bonnie Prudden contends that companies are retiring many vigorous executives at 65 when they should be retiring some of the old men of 30. "If a few top executives would take a look at what's crawling up and down the corridors, at

the pool of shapeless people they have to draw their successors from, they'd insist on physical conditioning in two minutes flat."

To test the truth of what she says, step outside your own office as soon as you finish reading this article. Take a good look at the first five men who walk by. The evidence will probably speak for itself.

It's to a company's advantage to advocate exercise. Valuable time and a lot of money goes into the training of a young executive. The better condition a man is in, the longer and more capably he is able to work. The company benefits directly when it gets a good return on its expensive training investment.

"Most executives understand their business operations pretty well, or they wouldn't get very far," Bonnie Prudden says. "They go about their business in a very practical way. But most of them don't understand themselves or their co-workers. If they did, they'd be practical about that end of it too, and keep in top shape. I don't see how a man can do a good job if he's not in good shape."

Getting started and exercising regularly for the first week is not easy. For a time, exercising may require a lot of self discipline. But in a very short time, it becomes a part of your daily routine. You'll look better and most likely you



imagine for only **\$179⁵⁰**

plus F.T.T.
Transcribing accessories at slight extra cost.

a complete electronic "all-in-one"
dictating-transcribing machine

DeJUR
GRUNDIG

Stenorette[®]



DeJUR
GRUNDIG

More than 300,000
now in use.

STENORETTE

carries the label of
Underwriters' Laboratories.
Your guarantee of the
highest safety standards.

The Electronic Stenorette[®]

—the first really new dictating machine in 18 years!

Dictate, transcribe, erase, correct, start again after an interruption, repeat a word or an entire report, all with a flick of the convenient "mike" button. STENORETTE speeds your work, prevents mistakes, saves you valuable hours each day. Here's everything you've always wanted in a dictating machine—at half the cost of other dictating machines! It's a fully-equipped, precision business machine that actually pays for itself in more-accurate, faster on-the-spot operation!

MORE THAN 300,000 NOW IN USE! Executives everywhere prefer the STENORETTE to any other dictating machine *regardless of price*. STENORETTE gives you all the features of units costing twice as much — plus these advantages: Safety-control automatic error erasure, dual function dictator and transcriber, re-usable tape, and many others you can't get elsewhere at any price. **COMPLETELY PORTABLE:** weight 11 lbs. 10 oz. Just plug it in—at home, in office, even in a moving car. It's always ready when you are. **PUSH-BUTTON CONTROL:** easiest machine for you—and your secretary too!

® Registered Trade Mark



**SEND THIS
AIRMAIL CARD TODAY
FOR FREE BROCHURE**

No postage required. Please send no money.
Turn the page for more exciting details.

DeJUR-AMSCO CORPORATION, Dept. D-930
45-01 Northern Blvd.,
Long Island City 1, N. Y.

Please rush, without obligation, a copy of your **FREE BROCHURE** explaining how the Stenorette can make my office work go faster, more efficiently, and more accurately.

PLEASE PRINT

Company _____
(If you are interested for personal use, ignore this line)

Address _____

City _____ Zone _____ State _____

Individual _____

Title _____

- ☐ Send me name of nearest Stenorette Sales/Service Center.
☐ Also send me details on the new DeJUR-TRIUMPH Typewriters.

AT LAST!

Push-Button
error-free dictation
at a price
everyone can afford



HOW OFTEN have you seen a *price* in an ad for a complete dictating machine? Probably never. In fact, other manufacturers, realizing that their prices are so high, leave out all mention of purchase price or suggest that you can *rent* their machines. But you can own your Stenorette—because this electronic miracle sells for half the price of comparable major dictating machines. *It even costs less than a standard office typewriter!* That's why every office—even the smallest—can afford a Stenorette.

\$179⁵⁰
only plus F.E.T.

Transcribing accessories at slight extra cost.

COSTS LESS...ACTUALLY DOES MORE! Despite its amazingly low price, the world-famous Stenorette does everything the highest-priced units do—and more! It gives you every control, every time-saving convenience you can think of. And, because it's the most modern of all dictating machines, it's the easiest, simplest, fastest of all to use. Imagine! You dictate onto revolutionary magnetic tape—the finest medium for recording the human voice. And you erase with the *automatic Safety-Control error erasure*. Just re-record over the words to be corrected. You can dictate continuously up to 45 minutes. You never have to worry about expensive resurfacing and/or replacement needed for old-fashioned belts, discs, and cylinders. And Stenorette's foolproof **PUSH-BUTTON CONTROLS** make every step automatic.

FREE BROCHURE SHOWS HOW THE STENORETTE HELPS YOU "TALK" PAPER WORK AWAY. Illustrated book tells and shows you how to do more really productive work in less time with the DeJUR Grundig Stenorette®. Quantities are limited, so get your request into the mail now.

FIRST CLASS
PERMIT #1565
L.I.C., N.Y.

VIA AIR MAIL

BUSINESS REPLY MAIL

No postage stamp necessary if mailed in the United States

postage will be paid by—

DeJUR-Amsco Corporation
45-01 Northern Blvd.
Long Island City 1, N. Y.



DICTATE AND TRANSCRIBE WITH ONE MACHINE! A single Stenorette does it all. Just plug in the sensitive "mike" with finger tip Safety Control and dictate. Transcribing accessories designed for convenience and comfort of secretaries are used with same machine.

REALLY PORTABLE...WORKS ANYWHERE! Amazing Stenorette weighs only 11 pounds, 10 ounces, takes no more desk space than your briefcase. Stenorette's special design allows perfect operation in a moving car. (There's no "needle.") Exclusive "Conference" setting lets you record as many voices as you wish. Simple attachment lets you record telephone calls, too.



MOST SENSITIVE DICTATING MICROPHONE. Another Stenorette exclusive. Shout or whisper—hold the microphone wherever you wish. Your voice will play back clearly at its natural level.

USE THE SAME TAPE OVER AND OVER AGAIN! Dictate up to a full 45 minutes on miracle DuPont Mylar® tape. Transcribe. Start again with the same tape if you wish. Stenorette is as economical to use as it is to buy.



REMOTE-CONTROL ERASER! Make changes without touching the machine. Relax in your chair, press the button on the "mike," listen to your last words—and record the correct words right over the error, thanks to safety control erasure.

FOOLPROOF INDEXING! Typist knows exactly where to start listening, where to enter separately recorded changes, etc.



CHOICE OF TRANSCRIBING ACCESSORIES. Double or single earpieces. Playback control with bar on typewriter or pedal under desk.

WORLD'S EASIEST TRANSCRIBING. Tens of thousands of secretaries operated their Stenorettes flawlessly within five minutes after their first trial. All agree that Stenorette's clear, restful "playback" permitted rapid, error-free transcription!

*A product of DuPont

**HAVE YOU SEEN THE
NEW FULL LINE OF**

**DeJUR
TRIUMPH**

Typewriters

Electric...

Standard... Portable

See them at your dealer's now
Mail postage-free card for complete
details on the newest, most outstanding
line of typewriters ever.



MAY

won't stop because you'll feel much better.

How many men will take the time to exercise?

"I don't know," says Bonnie Prudden. "But how many men want to live? And I don't mean just walking around. I mean live—really get a kick out of life, have a wonderful time. Haven't you ever noticed the men who really stand up straight and enjoy themselves and have time for everything?"

"I met a very appealing man on a plane not long ago. He said he was 58. I wouldn't have guessed more than 45. He told me he had been horseback riding for five hours the previous Saturday and hunting for three hours on Sunday. After he finished hunting, he took his young grandson for a walk in the hills. He said he felt wonderful, and he certainly looked it. Exercise is fun to him and important, too. So he takes time for it.

"It simply comes down to what you want. Do you want to work 10, 14 or 16 hours a day just because you're too tired or sluggish to finish up in a normal amount of time? Or do you want part of that time for yourself—time to enjoy life on your own?" ■

"Starting your exercise program can be as easy as getting up from your chair right now and trying a couple of semipush-ups against your desk."



FREE clerks for other duties — obtain EXACT COST DATA automatically with **CALCULAGRAPH**



Now, automatically, you can have production records and exact cost data more accurately, more efficiently and more quickly when you include Calculagraphs in your time and cost system. You eliminate costly human errors because Calculagraph—and only Calculagraph—*computes and prints ELAPSED TIME free.*

Look at these **BIG CALCULAGRAPH** advantages—

- Will fit into your **PRESENT SYSTEM** *without costly changes*
- Uses *any type* of job card
- One machine can serve an *entire* department
- Is a self-contained unit—needs **NO MASTER CLOCK**
- Computes **ELAPSED TIME** to the *minute or tenth of an hour*

You'll find that Calculagraph can *save clerical time, reduce costs* and give you necessary cost information *faster and with 100% accuracy.* Investigate Calculagraph **NOW.**

Write for complete information today

Agents in Principal Cities

CALCULAGRAPH *Company*

309 Sussex Street • Harrison, New Jersey

MANUFACTURERS OF ELAPSED TIME COMPUTERS FOR OVER 65 YEARS
(Circle number 146 for more information)





B. E. WYNNE, Controller, Western Maryland Railway Co.

CONTROL AT WESTERN MARYLAND

**"Moore forms help
our ore trains roll
6 hours sooner"**

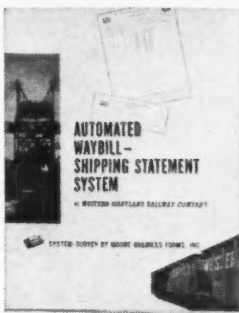
A new automated system at Western Maryland Railway's Port Covington ore terminal speeds paperwork, cuts copying errors, and reduces five forms to two. In the past, handwritten records of each car's tonnage were carried half a mile to the agent's office, totalled and recopied, and carried more than another mile to the yard office before the train could depart.

Now, as the cars are loaded, the weighman records the tonnage on a teletype unit in the loading crane. This simultaneously generates, in the yard office, punched tapes containing variable information about the cars. Combined with constant data tapes, this tape is used to print the Waybill. A complete set of Waybills is handed the conductor minutes after the last car is loaded and coupled in place. At its destination, each car is delivered with the consignee's copies of the Waybill, his 'pre-written receiving memos'.

A by-product tape picks up all data from every Waybill, and is used to prepare the Shipping Statement. This combines on a single form Shipping Notice, Weight Certificate, Freight Bill and Blanket Waybill. Derived from the original tapes, it is certain to be accurate.

"The help of the Moore man and his facilities were valuable in working out the forms we needed," said B. E. Wynne, Controller for Western Maryland and

designer of the system. The forms are a 5-part Moore Speediflo Waybill and a 2-part Moore Speediflo Statement. They are Western Maryland's control in print.



If you would like a copy of the illustrated booklet giving details of this system, with a flow chart, write to the Moore office nearest you. No obligation, of course.

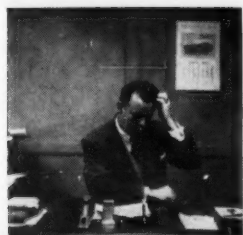
MOORE BUSINESS FORMS, INC., Niagara Falls, N. Y.; Denton, Tex.; Emeryville, Calif. Over 300 offices and factories throughout the U. S., Canada, Mexico, Cuba, Caribbean and Central America.



Build control with

MOORE BUSINESS FORMS

(Circle number 127 for more information)



Thought starters

NEW PRODUCTS

Stereo tape recorder features three speeds

A stereo version of the Norelco Continental tape recorder is announced by the High Fidelity Products Division, North American Phillips Co., Inc.

Made in the Netherlands, the unit features these three speeds for maximum versatility in both speech



At any of three speeds, recorder equals units operating at next higher speed.

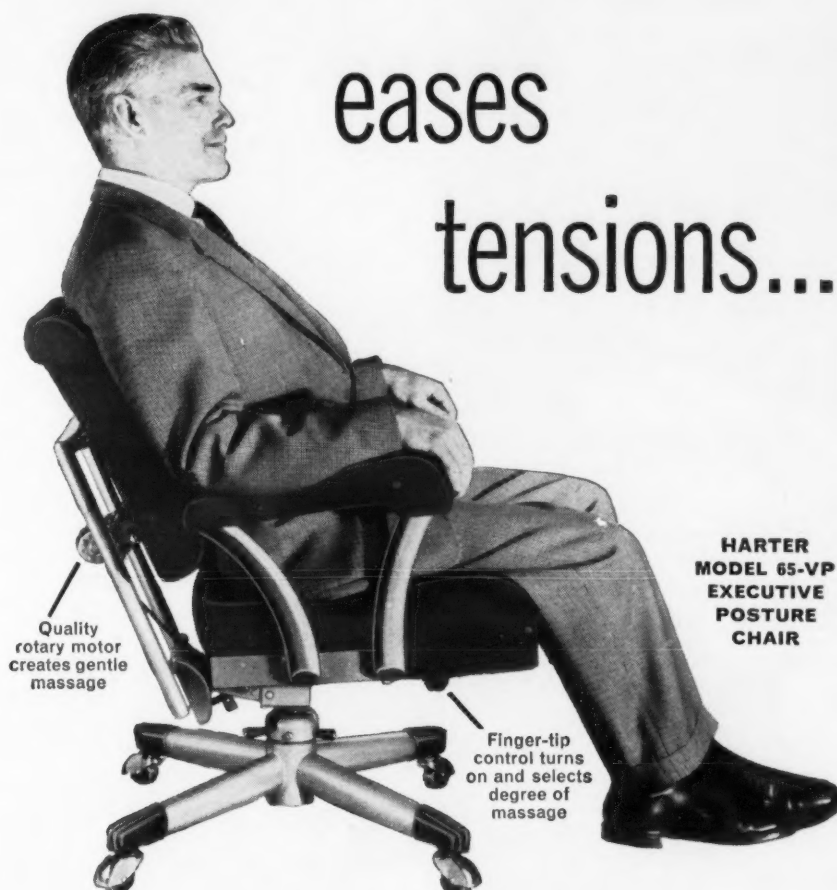
and hi-fi music recording and playbacks — 7½, 3½, and 1½ inches per second.

It has twin tapes for tape economy and push button control for easy operation. The machine has inputs for recording off a microphone, tuner, phono and for mixing two signals simultaneously or in sequence.

The complete unit with attractive carrying case is priced at \$299.50. It includes tape drive mechanism, two pre-amplifiers, power amplifier,

NEW RELAXING MASSAGE IN THE PRESIDENT'S CHAIR

eases tensions...



**HARTER
MODEL 65-VP
EXECUTIVE
POSTURE
CHAIR**

relaxes you... refreshes you

Tensions . . . decisions . . . deadlines got you all tied up in knots? Just lean back in a Harter 65-VP Executive Chair, select the Swedish massage action you prefer and relax. Cool, extra-deep foam rubber cushions in seat back and arms transmit massage, gently relieving tensions. In a few minutes return to your work refreshed and alert. The bigger your job, the more you'll appreciate this chair.

With the massage turned off, you have the aristocrat of all executive posture chairs. Five controls fit the 65-VP to you. Nothing has been spared to make the Harter 65-VP the finest. Write for illustrated literature.



Massage action also available in the Harter chairs on the left. Each is a top value in its price range.

HARTER CORPORATION • 506 Prairie • Sturgis, Michigan



HARTER

POSTURE CHAIRS

(Circle number 121 for more information)



**QUICK
COPIES
QUICK
COPIES
QUICK
COPIES
QUICK
COPIES
QUICK
COPIES**

A·B·DICK®

Achievement through Innovation

(Circle number 115 for more information)

Good photocopies—black on white, accurate, permanent . . . of anything printed, duplicated, typed, written, drawn or photographed . . . from opaque, two-sided or transparent paper, white or colored, heavy cardboard or pages bound in books or magazines . . . Time: less than a minute . . . Cost: pennies.

The A. B. Dick photocopier handles all copying requirements, not just part of them. Easy to use, too . . . no messy developing trays. Call your A. B. Dick Company distributor, listed in the yellow pages, for information or a free demonstration. Or mail coupon at right.



YOUR BEST SALESMAN IS AN I & R MINIATURE

Here's a salesman that's always working. An accurate, original miniature of your product or trademark beautifully fashioned on a modern tie bar.

Write for
free booklet and
suggested designs

IRONS & RUSSELL COMPANY
INDUSTRIAL DIVISION

Emblem Manufacturers Since 1861
14 Third Street, Providence 6, R. I.
(Circle number 155 for more information)

QUICK COPIES QUICK COPIES

Please send full
information about
the new A. B. Dick
photocopier.

A. B. DICK Company, Dept. MM-59
5700 West Touhy Avenue
Chicago 48, Illinois

Name _____

Position _____

Company _____

Address _____

City _____

Zone _____ State _____

(Circle number 115 for more information)

MAY 1959

and a Norelco wide range speaker with extra powerful magnet.

For stereo playback, a second power amplifier and wide range dual cone speaker in a resonance-free cabinet is available at \$95.

For more information on the Norelco stereo recorder, circle number 255 on the Reader Service Card.

New machine performs many bookkeeping tasks

A versatile, compact, desk-model bookkeeping machine has been introduced by Burroughs Corp. The low cost unit is designed particularly for use by branch offices or small concerns. It includes several automatic features formerly available only in larger, more costly models.

Among operations performed entirely automatically are totaling,



Highly automatic mechanized accounting possible with compact desk model.

subtotaling, accumulation of items posted, adding, subtracting and dating.

Program units that control its functions can be interchanged in seconds. A flick of a key converts the bookkeeping machine to a multiple total electric adding-subtracting-listing machine.

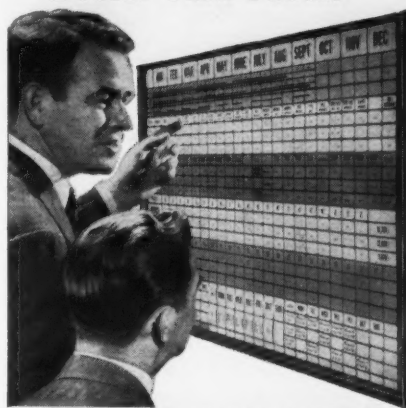
For more details on this new model P612, circle number 253 on the Reader Service Card.

Conversion kit for electric bottle-type water coolers

A new hot-tap conversion kit capable of changing any electric bottle-type water cooler into an efficient hot-cold unit has been introduced by Cordley & Hayes.

No special installation procedures are required. The shift is made by removing the existing faucet and attaching the kit and a new faucet

How To Get Things Done Better And Faster



BOARDMASTER VISUAL CONTROL

- ☆ Gives Graphic Picture—Saves Time, Saves Money, Prevents Errors
- ☆ Simple to Operate—Type or Write on Cards, Snap in Grooves
- ☆ Ideal for Production, Traffic, Inventory, Scheduling, Sales, Etc.
- ☆ Made of Metal. Compact and Attractive. Over 350,000 in Use

Full price \$49⁵⁰ with cards

FREE

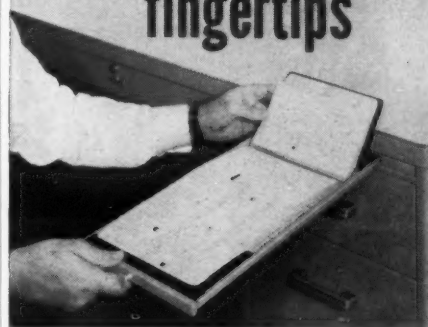
24-PAGE BOOKLET NO. M-400
Without Obligation

Write for Your Copy Today

GRAPHIC SYSTEMS

55 West 42nd Street • New York 36, N. Y.
(Circle number 154 for more information)

facts at your fingertips



Unique G/W visible record card tray skillfully concealed in the desk arm slide is an exclusive feature available only for Globe-Wernicke Streamliner® Metal Desks. Ideal for telephone listing, sales, credit, purchasing, personnel records, etc. Holds 50 cards (5" x 8"), usable both sides, for 100 complete records. Hidden locking device assures record privacy. Record tray is removable. This inexpensive desk arm slide with visible card record tray quickly pays for itself by its indispensable service. See it at your G/W dealer now. Or write Dept. F-5



The Globe-Wernicke Co. • Cincinnati 12, Ohio

(Circle number 119 for more information)

adapter in its place. With the new kit installed the converted unit will deliver about 60 six-ounce cups of 190 degree water per hour in addition to its normal capacity of 50 degree cooled water.

The kit includes a molded grey plastic panel, water heater unit, new faucets for both hot and cold water and suitable connections. Faucets have heat resistant plastic lever handles.

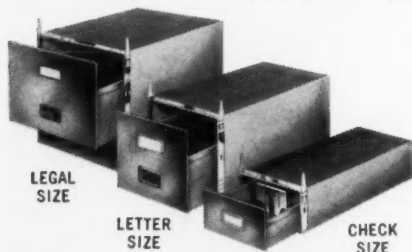
For additional information on this new device, circle number 246 on the Reader Service Card.

STORE 'EM
PRONTO
FILE 'EM
PRONTO
FIND 'EM
PRONTO

Free your expensive files by transferring your old records into low cost Prontos and use your expensive steel cabinets over and over again.

20 DIFFERENT SIZES

a size for every office record



Find out why top companies everywhere use PRONTO STORAGE CABINETS for their old records. Fill in the coupon below and attach it to your letterhead . . . We will arrange a Pronto Demonstration at your convenience.

PRONTO FILE CORPORATION

415 Madison Avenue, New York 17, N. Y.

- ☐ Please send me your latest Pronto catalog.
☐ Have your representative call for demonstration.

Name _____

Address _____

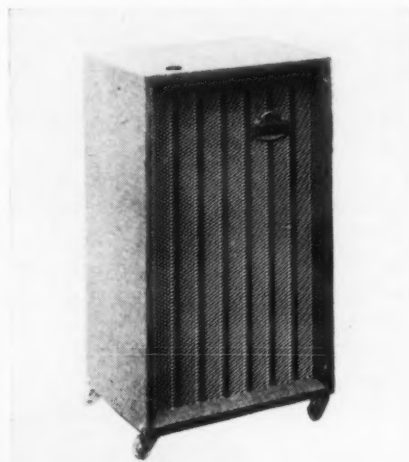
City _____ Zone _____ State _____

(Circle number 105 for more information)

Dehumidifier keeps large areas comfortably dry

In locations or seasons when excess humidity is a problem, the Oasis dehumidifier protects against discomfort and damage caused by too moist air.

Made by Ebco Manufacturing



Desired humidity is simply dialed on automatic moisture control unit.

Co., one of these units can remove up to four gallons of water a day from 14,000 cubic feet.

The unit utilizes a built-in humidistat to automatically maintain any selected degree of humidity.

Styled to complement office decor, it measures just 23½ inches high, 12 inches wide and 14½ inches deep. It weighs 55 pounds and is mounted on casters for easy moving. The Oasis dehumidifier can be plugged in any 110-115 volt, AC 50 or 60 cycle outlet. Operation is quiet and costs just a few pennies a day, Ebco states.

For more details on the Oasis, circle number 267 on the Reader Service Card.

New mobile camera turns checks to cash—fast

A new "Copy-Cart", a mobile copying camera especially suited to use in banks, insurance companies, department stores, mail order houses, and other large-scale users of photocopies, is described in detail in a new eight-page bulletin published by Peerless Photo Products, Inc.

Particular attention is given to the way in which the Copy-Cart helps turn checks into cash by pho-

tocopying them immediately upon receipt. The originals can be deposited and credited to the customer's account immediately while the copies are being passed through his accounting or other departments in the usual way. The Copy-Cart can handle about 1500 check-sized originals each hour.

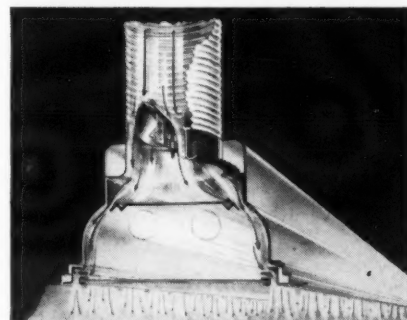
For further information on this copier, circle number 245 on the Reader Service Card.

Combination unit diffuses air and light

Multi-Vent Troffer is a new integrated ceiling light and low velocity air diffuser. Designed by the Pyle-National Co., the unit combines a louvered, flush fluorescent lighting fixture, with a concealed air diffuser mounted above.

The combination unit avoids the cluttered look of separate devices for air and light.

Air flows through a flexible tube, pressure displacement valve and tiny slots along the perimeter of the



Cut-away view shows widespread air flow through new light-cooling fixture.

lamp reflector. Draft-free "blanket" air coverage results.

For more details on the Multi-Vent Troffer, circle number 254 on the Reader Service Card.

COMMUNICATIONS

Dictation tied in with PBX telephone system

Executives at the Sandusky Foundry, Sandusky, Ohio, now simply pick up a telephone when they want to dictate. The new voice-actuated dictation system, called the Tel-Vac, has been hooked up to a PBX internal telephone system.

Designed by Peirce Dictation



KELLOGG'S realizes 65% annual return on accounts payable investment with Burroughs Accounting Equipment

Every morning, every year, the Kellogg Company of Battle Creek, Mich., satisfies a voracious, world-wide appetite for cereal. Then turns to one of its biggest after-breakfast chores, accounts payable—a formidable job made routine by Burroughs typing Sensimatic accounting machine.

The high degree of mechanization—plus rapid-fire, jam-free typing—makes Kellogg's choice pay off handsomely

in high-speed posting of vendors' accounts and computing of check amounts. In swift distribution of purchase amounts. In keeping *all* accounts payable records on Burroughs equipment as crisply current as a brand-new corn flake. And in cutting costs.

"We realize 65% annual return on our investment for accounts payable description with our Burroughs accounting equipment," reports a Kellogg

spokesman. "And the efficiency level is maintained without additional personnel and equipment."

Burroughs data processing equipment and systems run the gamut from accounting machines to the most advanced electronic computer systems. Demonstration? Just phone our local office. Or write direct to Burroughs Corporation, Burroughs Division, Detroit 32, Michigan.

Burroughs and Sensimatic—TM's



Burroughs Corporation

"NEW DIMENSIONS" / IN ELECTRONICS AND DATA PROCESSING SYSTEMS™

(Circle number 103 for more information)

HOW MUCH

to make or buy

WHEN to make

or buy it

a practical

man's

approach to

ECONOMICAL PURCHASING

Now, the production-purchasing man has his own guide to mathematical inventory control—written by an author who talks his language. This is the first and only book on the subject designed for the man who must do the job himself. It is not a text book—nor is it a theoretical study. Instead, it plunges directly into the heart of your problem—**HOW MUCH** to make or buy; and **WHEN** to make or buy it.

SCIENTIFIC INVENTORY CONTROL

by W. EVERT WELCH, Director of Purchasing, Aeronautical Division, Minneapolis-Honeywell

168 pages, 8½ x 11, illustrated \$12.50

This book shows how modern business mathematics can give you the answers to "how much to buy" and "when." But you don't have to be a mathematician to read and use it. 86 easy-to-understand tables and figures lead you by the hand through proved-in-use formulas that are now being used to control inventory in dozens of well-managed firms.

Here's a partial list of contents

- Chapter 1. Why formulas are advantageous in the determinations that create inventory.
2. How to analyze inventory in terms of relative annual usage to properly allocate emphasis to various parts.
3. How to identify the two segments of any inventory: stock for usage and protection against stockout.
4. How to make cost reductions in working inventory without making the usual cost studies of carrying inventory or order placement.
6. How to make and use a large variety of tools for order quantity determination.
7. How to modify order quantity decisions where there are tooling or setup charges or where the price changes at fixed quantity discount points.
8. How to use order formulas where the projected usage is a variable.
12. How to evaluate leadtime data in the determination of reorder points.
13. How to evaluate usage data in the determination of reorder points.
14. Why stock failures as a percentage of the number of orders is only a partial answer to satisfactory inventory performance.
15. How to prepare a formula for manual or data computer use and for over-all improvement of inventory performance.
16. How to make use of scientific principles in a typical application to a simple inventory.

USE THIS COUPON TO GET A FREE 10 DAY EXAMINATION

Management Publishing Corp.
Room 51, 22 West Putnam Ave.
Greenwich, Conn.

Please send me a free-examination copy of **SCIENTIFIC INVENTORY CONTROL**. At the end of 10 days, I will either return the book, without paying any money, or send you my check or money order for \$12.50.

Name.....

Firm Name.....

Street Address.....

City and State.....

Bill me..... Bill my company.....



Systems, the automatic dictation facilities can be used by anyone with a "dial nine" telephone. Dialing numbers one through four gives the go-ahead signal, indicates an error or change in dictation, end of letter and accomplishes playback of dictation.

Patented kick-back action of the sound-head eliminates time lapses on the recording medium. If a voice is not heard for one revolution of the recording drum, it automatically returns to the point where dictation stopped.

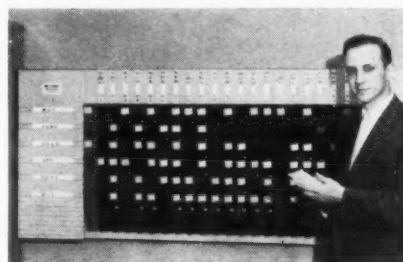
For more details on the Tel-Vac, circle number 252 on the Reader Service Card.

SYSTEMS

Control board simplifies scheduling problems

Data-Sked is a control board that can organize and schedule as many as 18,000 items in a physical area of less than four by seven feet.

Designed by C. H. Storrs & Asso-



Patented overlapping pockets feature of new control board.

ciates, the board allows scheduling on a daily, weekly, monthly or straight priority basis, depending on requirements.

The pockets, which overlap horizontally and vertically, each accommodate 50 standard punched cards or other documents up to 3¼ by 7¾ inches.

Identification of horizontal rows appear on the left. This allows time or progress to be charted in normal left to right sequence. Vertical rows are identified at the top of the board.

A standard Data-Sked board with 396 pockets is priced at \$395. The maker will also furnish custom designed boards to suit special applications.

For more details on the scheduling board, circle number 250 on the Reader Service Card.

Reynolds & Reynolds Sales Representatives

NEW ENGLAND

CONNECTICUT, FAIRFIELD: J. M. Lashar, D. Savard, CL 9-5204.

MASSACHUSETTS, CAMBRIDGE: N. E. Duehring, W. W. Pearce, S. Straghan, UN 4-7044; PALMER: C. Windholz Jr., PA 946.

RHODE ISLAND, PROVIDENCE: L. O'Connor Jr., ST 1-3346.

MIDDLE ATLANTIC

NEW YORK, ALBANY: O. Miller, 4-3543; BUFFALO: H. H. Poulton, CI 3606; NEW YORK: W. Fox, C. F. Roeder, L. Straight, C. H. Swanson, H. W. Wishart, G. E. Dorry Jr., R. Constant, TR 3-5418; ROCHESTER: E. A. Reynolds, HA 6-2747; SYRACUSE: J. Gorton, HO 3-4802.

PENNSYLVANIA, NARBERTH: P. Burke, D. Gross, T. McKay, MO 4-6190; PITTSBURGH: W. G. Fischer, D. R. Hixenbaugh, MO 1-0467; WEST READING: J. L. T. Aiman, FR 6-1132.

NORTH CENTRAL

ILLINOIS, CHICAGO: W. G. Daniel, G. H. Dengler, E. J. Endzel, S. C. Morrey, SU 7-6740; PEORIA: B. Crismore, 2-7322.

INDIANA, FT. WAYNE: W. J. Dyk, AN 9459; INDIANAPOLIS: R. D. Brown, A. Wisner, WA 6-5605; MUNCIE: H. M. Chaddock, AT 23312.

IOWA, DAVENPORT: B. Hassel, 6-2933; MICHIGAN, DETROIT: P. E. Bollinger, L. H. Taylor, T. E. Weaver, R. E. Williams, BR 3-9616; GRAND RAPIDS: J. Zimmer, GL 1-3162.

MINNESOTA, ST. PAUL: J. K. Annett, M. Bozenich, MI 5-5525.

MISSOURI, KANSAS CITY: J. Orwig, G. Kleban, BA 1-1817; ST. LOUIS: J. L. McLeod, PA 6-1188.

NEBRASKA, OMAHA: L. L. Rentschler, AT 4616.

OHIO, AKRON: B. Given, FR 6-8621; CINCINNATI: E. VanNess, AV 1-3068; CLEVELAND: L. M. O'Connor Sr., R. E. Lee, UT 1-6525; COLUMBUS: L. M. Price, HU 8-6534; DAYTON: R. G. Butcke, N. F. Gregg, L. Hawkes, R. L. Heilig, BA 4-3831; TOLEDO: G. O. Sullivan, GR 4-5365.

WISCONSIN, MILWAUKEE: H. A. Jennrich, C. G. Langheck, BR 3-6320.

SOUTH ATLANTIC

FLORIDA, JACKSONVILLE: C. C. Hassel Jr., EV 7-1117.

GEORGIA, ATLANTA: G. H. Fowler, B. Smith, JA 2-3377.

MARYLAND, BALTIMORE: G. E. A. Stewart, ID 3-5766; SILVER SPRING: T. Wisner, JU 9-3080.

NORTH CAROLINA, CHARLOTTE: B. R. Wilson, ED 4-9425.

VIRGINIA, RICHMOND: W. G. Archer, MI 8-5625.

WEST VIRGINIA, HUNTINGTON: J. H. Holliday, JA 5-8468.

SOUTH CENTRAL

ALABAMA, BIRMINGHAM: M. H. Reisinger, FA 3-3769.

KENTUCKY, LOUISVILLE: J. B. Hughes, JU 3-6876.

LOUISIANA, NEW ORLEANS: E. M. Brooks Jr., JA 5-4513; SHREVEPORT: W. D. Martin, 65-3194.

OKLAHOMA, OKLAHOMA CITY: C. Martin, FO 5-3021; TULSA: F. Pontious, WE 9-5508.

TENNESSEE, MEMPHIS: R. G. Thompson, BR 2-2912; NASHVILLE: G. W. Sisk, AL 6-8851.

TEXAS, CORPUS CHRISTI: B. G. Helm, TU 3-5261; DALLAS: G. B. Shafer, H. W. Secker, C. Stewart, FL 7-4627; HOUSTON: G. B. Haggott, R. F. Hendrix, JA 4-2405; LUBBOCK: B. Stewart, PO 3-1261; SAN ANTONIO: W. D. Gaston, PE 2-5161.

MOUNTAIN

COLORADO, DENVER: R. J. Folkman, AC 2-5440.

PACIFIC

CALIFORNIA, LOS ANGELES: J. A. Cook, L. Despie, J. Drummond, T. Gowran, T. I. McKee, A. W. Skelton, NO 3-2251; OAKLAND: B. J. Lundquist, TE 2-7156; SACRAMENTO: D. Drake, GI 3-5019; SAN BERNARDINO: A. G. Cundiff, TU 9-3191; SAN DIEGO: J. R. Greene, CY 5-3508; SAN FRANCISCO: H. F. DuPre, KL 2-2648; SAN JOSE: B. Keagy, CY 3-1138.

OREGON, PORTLAND: A. Bouchard, CA 3-5924.

WASHINGTON, SEATTLE: W. E. Booth, MU 2-5790.

(Circle number 161 for more information)

MANAGEMENT METHODS



**If
paper work
has you
"bottled up"...**

you can get expert help from one of Reynolds & Reynolds representatives! He offers business forms and systems that are individually tailored to fit your specific needs. Reynolds & Reynolds representatives have shown thousands of large and small companies how properly designed forms carefully coordinated can simplify and speed office procedures, cut overhead costs and increase profits. Your own paper work bottlenecks might be broken by combining several forms into one multiple part set . . . or eliminating copies from certain forms . . . or letting No Carbon Required Paper solve a problem.

**Let a Reynolds & Reynolds representative
break your paper work bottleneck...no obli-
gation! See list on adjoining page...call today!**

The Reynolds & Reynolds Company

DAYTON, OHIO • CELINA, OHIO • DALLAS, TEXAS • LOS ANGELES, CALIFORNIA

**BUSINESS FORMS AND
SYSTEMS SINCE 1866**

Also manufacturers of Post-Rite
Pegboard Accounting Systems

(Circle number 161 for more information)



WHERE HE

THE MAN

*Arthur O. Hanisch
President*

THE COMPANY

*The Stuart Co.
Pasadena, Calif.*

ARCHITECT

Edward D. Stone

INTERIOR DESIGNER

Maurice Sands

Function and beauty merge in this president's suite



Shown above is the work area of the suite, where President Hanisch holds daily luncheon conferences with his policy group of six executive heads. The front of the building is on the other side of the cement grille work to the right.

Built to look as if it is floating on its surrounding moat, the Stuart Co. building is nestled low in the foothills of the towering San Gabriel mountains in Pasadena, Calif.

Behind a facade of cement grille work, the familiar trademark of architect Edward Stone, lie the executive offices of President Arthur Hanisch.

Comfortably modern and simple, President Hanisch's suite has two major advantages. His other executives' offices are easily accessible via a private patio, as his office is to them. He also

has a private entrance to his suite just off the entrance area which allows him to enter and leave without passing through the reception room.

Spaciousness and convenience highlight the different areas of President Hanisch's suite: a work area large enough to accommodate the six-man meetings of his executive board, complete bath and wardrobe facilities, a study and dressing room, and a private patio.

This pharmaceutical plant houses a cafeteria for its 160 employees, complete laboratories and



A view of the private patio, with President Hanisch's private entrance at the far end. To the immediate right is the study and dressing room area, with complete bath and wardrobe facilities. The office work area is in the distance to the right.

factory facilities, a spacious lobby, a warehouse, a library, and features an outside swimming pool for the convenience of all.

Designed for beauty as well as efficiency, the building achieves, in President Hanisch's words, "an esthetic quality uncommon in any plant."

Curiously enough, President Hanisch did not visit the new building from the time construction was started until it was fully completed. He explains it this way: "If you're having an operation, hire the best surgeon you can get... and leave him alone." ■



This is the main entrance to The Stuart Co. building. The door just to the left of the grille work is President Hanisch's private entrance to his suite. He can enter or leave without passing through the reception room. The moat, part of which is shown here, creates the illusion that the building is floating.



You are looking at

THE NEW IDEAS FOR MANAGEMENT



The only major published volume devoted exclusively to current and advanced systems thinking in the management field . . . the complete proceedings of the remarkable 11th Annual International Systems Meeting.

ONCE A YEAR, the Systems and Procedures Association of America holds a three-day international meeting at which members review their most recent efforts in the control of administrative overhead. Each talk, each seminar, is carefully recorded, transcribed and edited for the benefit of members who are unable to attend the meeting. The final product is a 500-page hard-bound and indexed volume of practical solutions to administrative problems.

Again this year SPA has over-printed a very limited number of copies for non-member executives. We have obtained exactly 500 copies for distribution and sale to the readers of MANAGEMENT METHODS. Because we are so confident that this book can help you slash overhead and streamline the efficiency of your operations, we are able to make this unusual offer.

Send no money. Take 10 days to examine IDEAS FOR MANAGEMENT at your leisure. Unless you obtain at least one cost-cutting item in that period, return the book without obligation.

HOW THIS BOOK CAN HELP YOU

Unlike most books on administrative and management subjects, IDEAS FOR MANAGEMENT is *not* a text. It deals almost exclusively in terms of end results — the practical, down-to-earth experiences of the men who are pioneering cost-reduction techniques for America's largest firms.

We present, for example, (*see right*), a partial list of the table of contents.

The Approach, analysis and design of a system

Bringing management to electronic data processing

Computer trends

The development and operation of an existing totally integrated system

Lessons to be learned from applying organization principles to a totally integrated system

The operating characteristics of the highly automatic factory

Operating and maintaining an electronic data processing system

Operations research in systems work

Collaboration with research centers in systems studies

Systems manager's administrative rating test

Organization analysis

Work reduction and measurement techniques

Systems for low-volume operations

Forms control

An integrated records management program

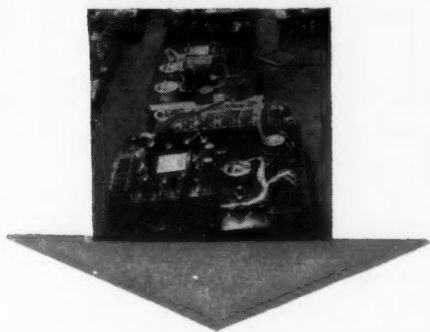
A correspondence workshop

HOW TO ORDER

Write on your letterhead or use the coupon below. Orders will be filled on a first-come first-served basis. After you have examined IDEAS FOR MANAGEMENT and feel fully satisfied that it will immediately help you reduce overhead costs, send us your check for \$16. If, in your judgment, it does not meet our promise, merely return it. No obligation.

Management Publishing Corporation, Rm. 5-22 W. Putnam Ave., Greenwich, Conn.
Please send me a copy of "Ideas for Management" for a FREE 10-day examination. Within 10 days I will either send payment for \$16, or return the book without obligation. **Special offer:** Two valuable SPA reports "Data Processing Manning Survey" and "Computer Use Report" will be delivered free, if cash accompanies order. Same return privileges.

Name _____
Firm _____
Address _____
City _____ Zone _____ State _____
Bill me ☐ Bill my company ☐



Business electronics

World-wide bookkeeping handled daily by EDP

An electronic data processing system in Brooklyn, N. Y., daily handles the entire accounting functions for the 175 stores in one of the world's largest retail organizations.

The organization, the U.S. Navy Ship's Store Office, is a self-supporting operation com-



Sales at this Navy Exchange in Japan reach the Brooklyn EDP system daily.

pletely separate from the federal budget.

A Remington Rand Univac file computer is the core of the system, which has been installed at NSSO's headquarters. This is the control point for all Navy resale activities throughout the world.

With the installation of the EDP system, NSSO's accounting procedures have been changed from a monthly to a daily reporting basis for all exchanges.

The computer's output includes complete department

free layout service

...assures better storage facilities for less money

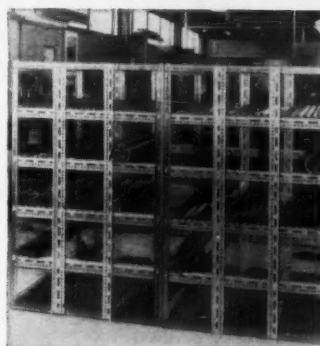
Find out how to store more stock in less space ... what units to buy ... how to make maximum use of each unit to reduce equipment investment ... how to arrange units for fastest stock handling ... proper width of aisles, location of packing benches, and other valuable data by using Equipto's FREE LAYOUT SERVICE. Profit by the aggregate experience of trained Equipto engineers who have designed thousands of layouts of every description.

For simpler layouts, or for those who wish to design their own facilities, Equipto offers a fact-cramped free booklet entitled, "How to Solve Your Storage Problems".

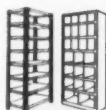
Remember, Equipto Shelving offers 60% faster assembly, instant shelf adjustment, easy rearrangement of components, removal of units intact. Available in four distinct types to suit every design preference or price requirement. Write today for free booklet.



SHELVING



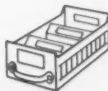
BAR RACK



SHELVING



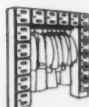
BENCHES



DRAWER UNITS



LOCKERS



EQUIPTO ROBE



STOCK CARTS



EQUIPTO ANGLE

Equipto

615 Prairie Avenue
Aurora, Illinois

(Circle number 116 for more information)

store accounting, ranging from reports of sales, inventories, and expenses to invoice payments. Some 308,000 accounting entries will be recorded monthly.

Processing costs and paperwork involved in NSSO's operation have been mounting steadily. "[It poses] one of the most complex management challenges in the Navy today," says Rear Adm. L. P. Kimball, Deputy Chief of the Bureau of Supplies and Accounts. "Electronic data processing will be of tremendous

help in speeding operations."

The system is comprised of a central computer, general storage drum with a memory capacity of 15,000 words, input devices, inquiry typewriter, and a high speed printer which turns out data at a rate of 600 lines a minute.



Translator device allows "talk" between computers

A new electronic system which allows "talk" between two "for-

eign" computers has been developed by Electronic Engineering Co. of Santa Ana, California. The Model ZA-100 Computer Language Translator System is now in operation at System Development Corp. in Santa Monica, Calif.

The translator adapts the code of one computer or data processing system to the code requirements of a different computer or system. It greatly reduces the element of human error in translating and feeding information from one machine to another.

For instance, the Computer Language Translator can put information on punched cards for IBM operations and the same data on special Teletype paper tapes for processing in another type computer.

Besides being a translation system for integrating various formats, media or codes of data processing systems, the translator can be used to expedite data or to conserve computer time. It can either increase or decrease the speed of processing data depending on the type of input or output equipment into which the data is being fed.

For more information about the ZA-100 circle number 265 on the Reader Service Card.



Account system posts, verifies simultaneously

Banks which do not yet have a numeric account coding system can still get the benefits of electronic posting without the necessity of a secondary proving operation.

The alpha-digit account verification system, just developed by National Cash Register Company, permits electronic posting with one handling of the documents—on a controlled basis.

With a numeric plan of electronic account verification, numbers on the statement-ledger form and on the check or deposit slip are compared electronically with the numbers that have been indexed on the comparator keyboard of the Post-tronic verification machine.

The alpha-digit system operates similarly. However, the comparator keyboard has alphabetic

Diamonds are nice ...

BUT IN THE OFFICE...

Cramer
is a girl's best friend!

Diamonds ARE nice, but she can't sit on them! She can sit on a camp stool, but she won't like it!

Unless your secretary is comfortable while she works, her work will be under par, her coffee breaks, long and frequent! So put her in a CRAMER Secretarial POSTURE CHAIR... the chair that fits and sits her right, because she's "Backed by the Best."

Finger-tip controls make it so easy! Cramer construction means years and years of trouble-free service!



CALL YOUR *Cramer* DEALER

OR WRITE FOR COMPLETE DETAILS

CRAMER POSTURE CHAIR COMPANY, INC., 625 ADAMS, DEPT. MM-5SC, KANSAS CITY, KANSAS

(Circle number 112 for more information)

characters as well as numbers. Instead of using a number system, this system verifies the checks or deposit slips by checking the letters in the name on the paper. The proper letters are indexed on the keyboard and verified against the letters on the ledger and the check.

If the operator has selected the wrong account, the machine stops and a light signals the operator, just as with the numeric plan.

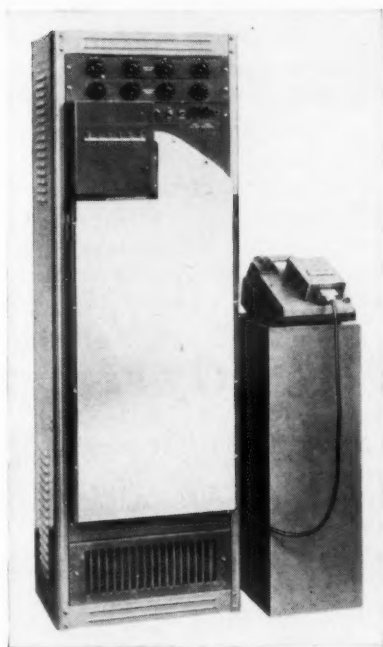
A Post-tronic machine set up for the alpha-digit system can also be used for numeric verification. A bank, for instance, could use alpha-digits for its regular checking accounts; numeric coding for its special checking accounts.

For more complete details of the alpha-digit system, circle number 266 on the Reader Service Card.



Low-cost system speeds accounting procedures

A high speed transistorized analysis system requiring no spe-



New system reads 1,000 digits per second and produces detail strip.

cial trained programming personnel has been developed by Victor Adding Machine Co., Electronic Section.

Called the Victor Class 100, the new system is a low cost answer to computing detailed

cost, sales and inventory figures. It relieves office personnel of the time-consuming job of computing, tabulating and classifying.

A central program unit is connected to a Digit-Matic printer. The flexible system processes raw data in random form from punched tape, the by-product of a previous operation.

To process the data, the operator simply inserts the punched tape into the program reader, selects the desired program and

then depresses the start button.

Reading 1,000 digits a second, the program reader selects and adds related figures, then transmits them electronically to the solenoid-activated Digit-Matic. It, in turn, accumulates the figures. End product: a detail strip or printed receipt with totals clearly identified.

For more data on this compact system, circle number 251 on the Reader Service Card.



DAD'S
Cramer
CHAIRS
have
replaceable
seat
covers,
too!

Junior knows the importance of having removable seat covers! So does Cramer. That's why Cramer seat and back covers may be easily removed for dry cleaning or replacement. They're part-numbered for identification.

Cramer upholstery covers are available in a multitude of colors and fabrics for all models of Cramer Chairs. New and different upholstery on your present Cramer chairs will make them look like new!

And Dad's Cramer Chair will last till Junior grows into it! You're always "Backed by the Best" with Cramer.

CRAMER QUICK-CHANGE REPLACEABLE COVERS



CALL YOUR *Cramer* DEALER

OR WRITE FOR COMPLETE DETAILS

CRAMER POSTURE CHAIR COMPANY, INC., 625 ADAMS, DEPT. MM-5CH, KANSAS CITY, KANSAS

(Circle number 112 for more information)



Engineers compare the high quality and contrast of an 11" x 17" stock print reduced from an original 22" x 34" drawing. The print is a sample of many run off on an offset duplicator from an inexpensive offset paper master prepared xerographically by XeroX Model 1218 copying equipment.

thanks to **XEROGRAPHY...**

Stock-Print System Saves **Cutler-Hammer Inc. \$50,000 yearly...**

Adoption of a stock file system of expendable engineering prints is saving Cutler-Hammer Inc., Milwaukee, \$50,000 a year.

The system, and consequent savings, is made possible by XeroX® Model 1218 copying equipment. This equipment, operating by xerography, the clean, fast, dry, electrostatic copying process, reduces original drawings as large as 24" x 36" onto inexpensive offset paper masters. From them, multiple copies for stock-print filing are quickly run off on an offset duplicator.

J. E. Jones, head of the Cutler-Hammer drafting department, sums up other benefits this way:

"Xerography and offset duplicating

have brought about valuable changes in our print storage and distribution. We can now reduce print sizes of B, C, and D drawings, thereby saving time, space, materials, and hand folding. Better service to departments needing prints has resulted. Wear and tear on our drawings has been reduced, and xerography gives us higher quality, high contrast, sharp, permanent prints.

"This system allows us to issue prints without delay. Reference prints are immediately available from the expendable print files. Trained personnel are not required to wait for print service. Expendable prints can be discarded after use. They need not be re-filed."

XeroX Model 1218 copying equipment can help you, too. Write for proof-of-performance folders showing how firms of all kinds and sizes are speeding paperwork and saving thousands of dollars yearly by xerography. HALOID XEROX INC., 59-190X Haloid St., Rochester 3, N. Y. Branch offices in principal U.S. and Canadian cities. Overseas: Rank-Xerox Ltd., London.

HALOID XEROX®

(Circle number 120 for more information)

MANAGEMENT METHODS

V

our
expe
ploy
14%.

W
man
four
us li
\$50,0
—a s
ation

W
indu
and
ing e
key c
busin



R. F.
trom
Mov
staff
ager
relat
edit
is a
grad
ern C
porte

How to hold key employees when you move your business

Loss of key personnel can be a costly headache when you relocate a plant or office. But there are ways to keep the loss to a minimum. Here's a case history that gives simple, low-cost actions for keeping a company family together. When this business moved from center-city, it lost only two key people.

By R. F. Lander

When we moved our company to a new location, we expected to lose 30% of our employees, but we held the loss to 14%.

We did it by simple and direct management action consisting of four major steps. The action cost us little. It saved us an estimated \$50,000 in employee turnover costs—a significant sum for a small operation with only 300 employees.

We didn't use pay increases to induce our people to move with us and we covered only limited moving expenses. Yet we lost only two key employees (one was going into business for himself). Most of the

40 others we lost were easily replaceable clerical workers.*

The four actions we took can be used by any company planning to move a plant, office or lab. Bigger companies, in fact, will probably get even better results than we did.

When we planned our move, we decided to:

- Deal employees in on moving plans.
- Sell new site appeal.
- Short-cut employee moving worries and costs.
- Focus pre-move hiring on the new location.

Electronic Engineering Co., founded 12 years ago in Los Angeles, does research and development, mostly for the government.

Because our company had grown, we wanted to erect our own building away from center-city congestion. But we made a study which showed that the move might put us in danger of losing many of our professional personnel. The study was based on companies similar to ours that had moved out from central Los Angeles. These companies lost about 30% of their people.

We decided we would have to hold our losses to at least half that percentage. Here are the details on the four types of action we took to hold company personnel together.

* Studies show that clerical workers will seldom go with a company when it moves. Common reasons: because they live with their parents or because their husbands are employed locally.

ACTION NUMBER ONE:

Deal employees in on moving plans

■ Three full years before we made our move, the plan to move was announced to employees through our company publication. A detailed article explained our reasons for moving and described the kind of site we were looking for. Employees were invited to suggest desirable locations for our new building.

We told employees we wanted a location not more than 45 minutes from the city. It had to provide sufficient and desirable housing for all types of employees. Otherwise, the story reported, management was wide-open for suggestions.

Management officials went on frequent trips with employees who suggested possible sites. Slowly we narrowed down the many possibilities and finally our board of directors decided on a desirable location in Santa Ana, 35 miles by freeway from central Los Angeles.

Employees were notified of the selection as soon as it was feasible. The announcement was carried through direct letters from the president to the employees and through a story in the company publication.

As building plans developed, news of the design and construction of the new plant kept flowing



ABOUT THE AUTHOR

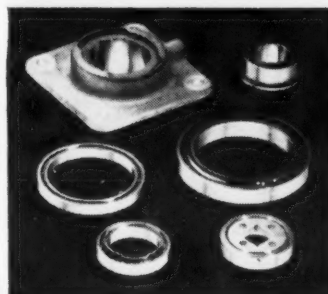
R. F. Lander has been with Electronic Engineering Co. since 1950. Moving from technical editor and staff administrator to personnel manager, he is now in charge of public relations and advertising. He also edits the employee publication and is a member of the sales staff. A graduate of the University of Southern California, he was formerly a reporter for two suburban newspapers.



ROBERT A. GOCKEL, Controller of Industrial Tectonics, Inc.



INDUSTRIAL TECTONICS, INC., Ann Arbor, Michigan.



PRECISION BALLS AND BEARINGS produced by this company are used by many industries.



A NATIONAL SYSTEM modernized the accounting department of this growing concern.

"Our *National* System
saves us \$14,500 a year...
pays for itself every 6 months."—Industrial Tectonics, Inc., Ann Arbor, Michigan

"The rapid expansion of our business demanded a full-scale improvement of our accounting procedures," writes Robert A. Gockel, Controller of Industrial Tectonics, Inc. "Our National System gave us many advantages and benefits, yet cut operating costs.

"Our National Class 31 Accounting Machine offers amazing flexibility and accuracy. We now have detailed reports on all departments, and thus greater production control.

Our sales and operation records are more up-to-date and accurate. And our National's speed has eliminated overtime.

"We're convinced that our National System is the best accounting system available. Records show it saves us \$14,500 a year... pays for itself every 6 months."

Robert A. Gockel

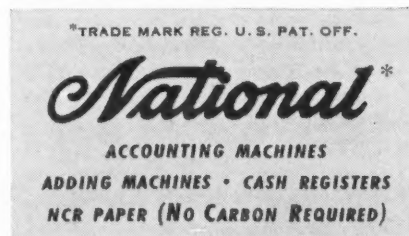
Controller of
Industrial Tectonics, Inc.

THE NATIONAL CASH REGISTER COMPANY, Dayton 9, Ohio

1039 OFFICES IN 121 COUNTRIES • 75 YEARS OF HELPING BUSINESS SAVE MONEY

(Circle number 128 for more information)

Your business, too, can benefit from the time- and money-saving features of a National System. Nationals pay for themselves quickly through savings, then continue to return a regular yearly profit. National's world-wide service organization will protect this profit.



from
lett
Fun
at
em
E
plo
hap
was
for

AC
Sel

■ I
men
lect
beg
abo
artic
out
near

B
com
We
migh
them
the
area
thos
the
seen

C
fore
play
Buse
holic
and
Cour
ing
addi
home
ready

Th
comp
a pa
build
an in
and v
and
Sel
the b
to the

ACT
Shor
wor

■ So
know
possib
movin

from the president's office via more letters and house organ articles. Further information was provided at supervisor's meetings and at employee orientation gatherings.

Each step along the way, employees knew exactly what was happening. Because no information was held back there was no need for a rumor-laden grapevine.

ACTION NUMBER TWO:

Sell new site appeal

■ Beginning with the announcement that a new site had been selected, our company publication began a drum fire of publicity about the new location. Monthly articles and photo spreads pointed out the advantages of living in or near Santa Ana.

But pictures and words don't compare with a first hand view. We felt that while some employees might drive to Santa Ana to see for themselves, others might not have the opportunity to inspect the new area. And we thought that even those employees who had been to the new location might not have seen all there was to see.

Consequently, three months before moving day, we ran an employee bus trip to the new location. Buses loaded with employees in a holiday mood toured Santa Ana and surrounding towns in Orange County, with all the advantages being pointed out to the riders. In addition, the buses drove past the homes of employees who had already moved to the area.

The employees stopped to eat company-provided box lunches in a park near our partly completed building. Afterwards, they went on an inspection tour of the building, and were shown the main features and various work areas.

Scheduled on a non-work day, the bus trip was voluntary and free to the employees.

ACTION NUMBER THREE:

Short-cut employee moving worries and costs

■ So that each employee would know as much about Santa Ana as possible, we prepared and mailed moving day packets. They con-

INFORMATION PACKET



This folder contained full facts about new and rental housing, taxes, schools, shopping areas and recreational facilities in areas near the new plant site.

PERSONAL ATTENTION

Relocation Hostess Peterson helped employees with moving problems, made posters advertising tours to new site.



EMPLOYEES SEE NEW SITE



On a bus trip to Santa Ana and nearby towns, employees stopped off at the half-completed plant and were shown where the different work areas would be.

sisted of double-pocket folders titled, "Make Our New Home Your New Home." Each packet included:

- A detailed layout of the new building.
- Complete maps of the area.
- A booklet of hints for moving household goods.
- Tips on buying and financing a home.
- Municipal statistics on tax and utility rates.
- Chamber of commerce brochures from Santa Ana and surrounding towns.

In addition, we posted moving information in key areas of our Los Angeles offices. There were bulletins on land tracts, subdivisions, and rental housing opportunities. Santa Ana's Chamber of Commerce, real estate boards and individual realtors cooperated to supply additional housing facts. Daily, we tacked up newspaper classified ads on housing.

To provide employees with expert, on-the-spot advice about moving and housing, we hired a "city hostess." This attractive, mature woman was a professional city representative, retained by the municipal government and Chamber of Commerce, who gathered housing and moving information for prospective residents. She was retained to work with our people for six months, four months before and two months after the move.

Each afternoon before the move, the hostess was available to employees in our company conference room. Employees were given time off to see her about their problems. Members of her staff did research work on housing, and she frequently met with families after work to help with a special problem or to drive the family to Santa Ana for a look at a particular house.

Her services ranged from answering phone queries regarding the location of a shopping center or "if there are any nice places where I can meet single men," all the way up to handling the complete relocation problem for a family.

We could not afford to pay complete moving expenses for all employees and their families. But we did work out a plan to keep moving costs to a minimum. We told em-

ployees that if they would rent trucks or trailers and do their own moving, the company would pay 50% of the costs.

About 20% of our employees took advantage of this share-the-cost plan. Cost to the company under the plan averaged about \$15 to \$25 per family.

To extend financial help further, our company Profit Sharing Committee liberalized its employee loan policy.

Normally, the committee makes only short term loans for emergencies. But many of our professional, semi-professional and middle management employees found themselves with insufficient savings for down payments on homes. The committee granted the necessary loans, and extended the maximum repayment period from 18 months to 36 months.

About 5% of our people made profit sharing home loans. Despite these limited financial aids to employees, we were anxious to avoid having the move become a dollars and cents proposition in the employees' minds. That is mainly why we decided against salary increases as an inducement for moving. The impression we worked to create was that the move would benefit the employees as well as the company.

ACTION NUMBER FOUR:

Focus pre-move hiring on new location

- To make the company move as smooth as possible, we began hiring in the Santa Ana area months before the move took place. For example, job vacancies were filled

with people living near our new location. In addition, when we learned that a particular clerical worker, for example, was not planning to move with us, we attempted to find a replacement for her in Santa Ana.

These new employees began commuting to work with some of the regular employees who had already moved to the new location. As more and more people joined this commuter group, our personnel department helped to organize car pools to keep the trip as easy and inexpensive as possible.

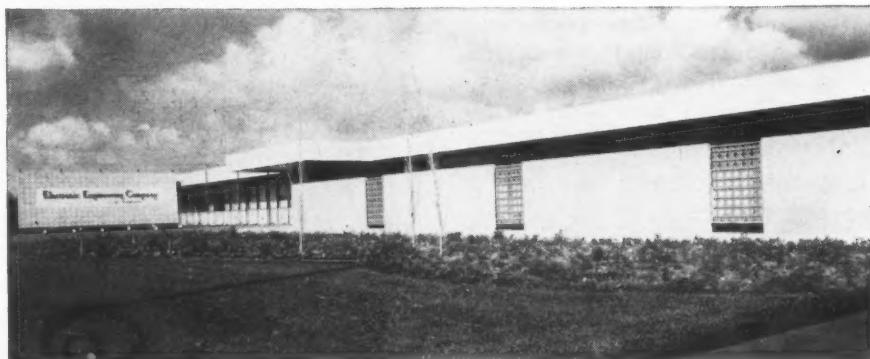
Thirty days before our official move, we began a "beachhead" operation by hiring assemblers and technicians in Santa Ana who worked in temporary rented quarters.

Pre-move hiring meant that new workers became familiar with our operation in Los Angeles. When we moved to Santa Ana, training new personnel was not one of our "getting settled" worries.

Why it worked

Important as these actions were in holding our company family together when we moved, they don't tell the whole story. We are convinced that the methods worked well for us not just because they are sound methods, but because they were applied in an atmosphere of favorable management-employee relations. Without that atmosphere, these methods or any other methods probably would not have been nearly as effective.

Our employees wanted to stay with the company. The management actions we took simply made it possible for most of them to do so. ■





**This new kind
of carbon paper
won't slip—
won't curl—won't smudge**

Mr. Roy Type's been getting fan mail! Not, he modestly hastened to assure us, for himself (personable though he may be). The letters he's been getting are in praise of his new Roytronic Carbon Paper.

Here's what people say they like about Roytronic

- **IT WON'T SLIP.** Even the rapid carriage return and quick line spacing of electric typewriters can't make Roytronic slip. With Roytronic, you can run type-scripts up and down to make corrections or add information, and all your papers will still stay in alignment.
- **IT WON'T CURL.** When carbon paper curls, it slows down work, sometimes gets folded over and spoils copies. Roytronic is specially coated so it won't curl.
- **IT WON'T SMUDGE.** Roytronic doesn't leave roller marks and won't rub off on fingers. That's why it gives you crisper, cleaner copies.
- **IT COMES IN A HANDY CARBON-KEEPER* BOX.** Designed to fit neatly into the stationery slots in a desk, the Roytronic Carbon-Keeper Box holds a generous quantity, cuts down trips to the supply cabinet.

Economical, too, because it lasts longer.

Try Roytronic yourself—free. Just fill out the coupon, attach it to your company letterhead and send it in to Mr. Roy Type.

ROYTYPE® *carbon papers, ribbons, quality supplies for all business machines*

Products of Royal McBee Corporation,
World's Largest Manufacturer of Typewriters.
*Patent applied for.

MAIL THIS COUPON WITH YOUR LETTERHEAD

**MR. ROY TYPE, c/o Royal McBee Corporation,
Department J, Port Chester, New York**

Send me FREE samples of new ROYTRONIC Carbon Paper.

Your Name _____

Firm Name _____

Street Address _____

City _____ Zone _____ State _____

(Circle number 134 for more information)

More examples in tax reduction

Here's a fishing pond of tax saving ideas. These suggestions are taken from a new book that is based on the experience of some of the country's leading tax experts.

■ You can make major tax savings under provisions of the Technical Amendments Act of 1958. For example:

- By planning a systematic replacement or expansion program, a company can realize important benefits from the additional first year depreciation allowance.
- The gift tax may now be used as part of the basis for determining gain or depreciation as well as loss under certain circumstances.
- Companies can now take advantage of operating as a corporation and still elect not to be taxed as a corporation.

How do recent tax law changes affect your current operations? Some sound answers are found in the book, *Working with the Revenue Code—1958* (edited by James J. Mahon, Jr., CPA, American Institute of Certified Public Accountants, 270 Madison Ave., New York 16. 238 pp. \$3.50 cloth; \$2.50 paper).

This book offers nearly 500 practical ideas based on actual tax problems. All the ideas are topically indexed; many deal specifically with last year's tax law changes. Here are a handful of the practical ideas the book contains.

Installment sale requires a second look

The election to use a "relief" provision is not always beneficial.

HENRY J. SEBASTIAN, CPA, of San Antonio, Texas, cautions that tax planning on an installment sale is not finished when the original transaction has been consummated. When tax figuring time comes, it may prove advantageous to report all of the gain in the year of the sale. The following is the situation in his recent experience:

The taxpayer made a casual sale of personality in July 1955 at a gain of about \$25,000. Since, at that time, his income from other sources was expected to be about the same amount for 1955, 1956 and 1957, the transaction was set up for 30% of the contract price to be received in 1955 and 35% each in 1956 and 1957. Before the end of the year, however, the taxpayer accepted a position that would more than double his expected income from other sources in 1956 and 1957. Contemporaneously, he made large deductible expenditures that almost offset all taxable income for 1955

if only the 30% collected on the installment sale were included.

Accordingly, the installment election was not made, but rather all of the gain was reported in 1955 for a tax saving of about \$5,000 over the three-year period.

Making gifts not always advantageous

An example of where ideal estate planning from the tax savings viewpoint may be imprudent from an economic viewpoint.

From J. S. SEIDMAN: While it is true that gifts can reduce estate taxes, there is also a disadvantage in making gifts in that they "under-cut" the amount of stock that can be redeemed on a capital gain basis under Section 303. That section is a protection up to the amount of the estate tax (and some other items). The lower the estate tax, the lower the amount of protection. In those situations, therefore, where getting money out of the company is more important than the tax factor, caution about gifts and estate tax savings is in order.

Corporate organizations

Summary of 1954 Code provisions.

Tax-free transfers of property to controlled corporations in exchange for stock or securities (1939 Code Sec. 112(b)(5)) were modified in the 1954 Code as follows:

The old requirement that the stock and securities interest of each transfer be "substantially in proportion to his interest in the property prior to the exchange" was eliminated. The old requirement had reached a stage of "confusion worse confounded" because of a conflict in the courts as to what it meant. Now it's out. However, its elimination is not intended to permit one stockholder (*e.g.*, a father) to make a gift in disguise to another (his son) via the tax-free incorporation route.

Services rendered the corporation are not deemed to be "property" for which stock or securities may be issued tax free in this type of transfer. Therefore, he who receives stock or securities for services rendered will have taxable income.

The new section also permits a corporate transferor

of
rec
me

Yo
Be
ret
V
Ok
to
stil
P
dec
con
tion
hos
F
tion
1
2
3
are
4
prev
H

Amo

In
(wh
ties)
chur
of \$

Part
An a
D
Mon
cases
not c
unde
the p
In
Servi
inten
capit
Co
busin
lumb

MAY 19

of property to distribute any stock or securities it receives to its shareholders, without breaking the "immediately after the exchange" control requirement.

You still can give and make money

Benefits of giving appreciated property to charity are retained in 1954 Code.

VIRGIL S. TILLY, CPA, W. O. Ligon & Co., Tulsa, Oklahoma, notes that the "painless" method of giving to charity which was often publicized in the past is still available under 1954 Code Section 170.

For the individual, charitable contributions are now deductible to the extent of 20% of adjusted gross income. An additional 10% is allowable if the contribution is made to a church, educational organization, or hospital, as referred to in Code Section 170(b).

For example, let us assume all the following conditions are present:

1. That you have \$100,000 adjusted gross income;
2. That you are married with no dependents;
3. That you have securities that cost \$10,000, but are worth \$30,000;
4. That you make a gift of the securities, without previous commitment for the gift.

Here is what happens:

Your federal income tax

	If you give the securities	If you don't —
Amount of federal income tax	\$32,040	\$52,056
Amount of tax saving—	\$20,016	

In other words, at a cost to you of only \$4,984 (which you wouldn't have unless you sold the securities), the fine work of the charitable organization, the church, school or hospital is benefited to the extent of \$30,000.

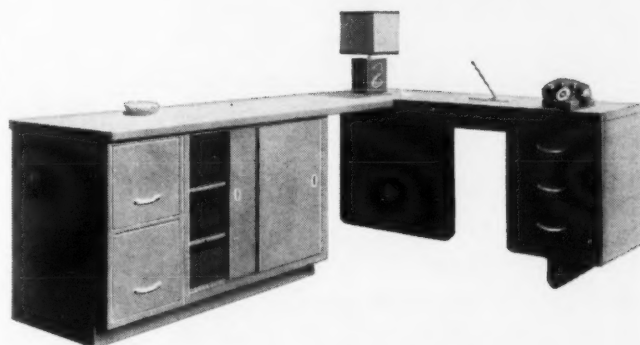
Partial liquidation may avoid spin-off hazards

An alternative procedure is often safer.

DALLAS BLAIR-SMITH, CPA, Lybrand, Ross Bros. & Montgomery, New York City, notes that there are cases where tax benefits of the 1954 Code which are not obtainable under one section may be obtainable under another, if the form of the transaction, but not the purpose or result, is varied.

In Revenue Ruling 55-103 (I.R.B. 1955-9, 7), the Service ruled against the taxpayer, apparently being intent upon imposing tax on dividends rather than on capital gains. The facts were these:

Corporation X conducted a paper manufacturing business and also owned 80% of Corporation Y (in the lumber business), which stock had greatly appreciated



America's Leading Industries Choose

BENTSON OFFICE FURNITURE

In the air—it's Braniff for the distinguished "Silver Service" flight. In the office—it's Bentson for the most distinguished line of office furniture. Yes . . . again and again Bentson is chosen by the leaders to provide beauty and design combined with sturdy construction to give the "last word" in efficiency and comfort. Bentson . . . first choice always! Whatever your office needs . . . in function, color or styling—Bentson has it. Join the leaders who know. Put yourself behind a Bentson today.

Get a colorful
catalog from your
Bentson Dealer
or write to—



BENTSON MFG. CO.

658 HIGHLAND AVENUE
AURORA, ILLINOIS

(Circle number 102 for more information)

FOR YOUR NEXT CONVENTION OR VACATION



- ★ Directly on the Gulf of Mexico ★ 200 Magnificent Rooms and Apartments at Reasonable Rates
- ★ 300-ft. Private Beach ★ 2 Pools ★ Coffee Shop
- ★ Dining Room ★ Cocktail Lounge ★ Delicious Food
- ★ All-Star Entertainment ★ TV and Movie Theatre
- ★ Dancing ★ Diversions for Tots and Teenagers
- ★ Free On-Premises Parking Right at Your Door



For Color Brochure
Rates & Reservations

WRITE — WIRE — 'PHONE

JOHN M. ASTARITA, Managing Director

COLONIAL INN • ST. PETERSBURG BEACH • FLA.

(Circle number 107 for more information)

PERFECT
ALL YEAR
'ROUND!



VEEDER-ROOT

"Keep the Finger"
on
Costs...
Stocks...
Sales



with Veeder-Root
VARY-TALLY

Rejects . . . inventories . . . sales by items . . . sizes . . . colors . . . work-assignments . . . prices . . . whenever you need to keep accurate count of details that would otherwise be tallied by hand . . . get Veeder-Root's VARY-TALLY, the multiple-unit reset counter that counts everything countable.

Arranged compactly on stands in tiers, Vary-Tally can be supplied in almost any combination or numbers of counters, right down to single units. Write for prices. Booth 218 at the show.

Veeder-Root Inc., Hartford 2, Connecticut



"The Name that Counts"

(Circle number 149 for more information)

in value. X had a large earned surplus. The stockholders of X had negotiated the sale of their stock at a price which did not include the value of the Y stock; therefore they wished to spin off the Y stock tax free before selling the X stock.

The Service considered the negotiations for the sale of the X stock to be sufficient evidence that the spin-off distribution was to be used principally as a device for the distribution of earnings and profits of the distributing corporation. Therefore it ruled that the transaction did not meet the requirements of Section 355(a)(1)(B), and that Section 355 was not applicable. The ruling holds that any distribution of the Y stock would be taxed as a dividend to individual stockholders under Section 301.

On the other hand, *capital gain* treatment is available if there is a partial liquidation under Section 346, in which case Section 301 does not apply. Certainly there is a "corporate contraction" here, as the X stockholders desire to get rid of one business and retain the other. The Senate report (p. 262) adopts the "corporate contraction" theory to distinguish a distribution in partial liquidation from a dividend.

It would therefore seem that Corporation X could liquidate Y in a tax-free liquidation, after which X would be conducting two businesses which are assumed to have been conducted throughout the preceding five-year period by X and Y, respectively (see Sec. 346(b)). Now if the assets of the paper manufacturing business of X are distributed to its stockholders, in redemption of a pro rata part of their stock, and are sold by them, there ought to be a partial liquidation resulting in capital gain to the stockholders.

Of course, the stockholders would have to negotiate the sale of the assets rather than the stock, but this might be beneficial to the purchaser also, as he could, within limits, demand favorable allocation of the purchase price to the various assets acquired by him.

If X corporation had previously undertaken negotiations for the sale of its paper manufacturing assets, there would be a question under *Court Holding Company* whether that corporation is not also taxable on any gain represented by the excess of the sales price over the basis of the assets to the corporation. However, most of such gain would usually be treated as capital gain, and two capital gain taxes, one on the corporation and the other on the stockholders, might be better than a dividend tax on the stockholders.

Ordinary loss deduction obtainable on sale of stock

Litigation is required to realize these benefits in view of the Service's dislike of the principle.

From T. T. SHAW: The possibility of obtaining an ordinary loss deduction rather than a capital loss deduction under certain circumstances involving stock investments should not be overlooked. Recent cases have indicated that an ordinary loss deduction will be allowed where the investment in the stock was made to gain a source of supply of a product necessary to the taxpayer's business and such stock was immediately disposed of where the need to hold the stock disappeared. ■

NEW SIMPLIFIED FILING EFFICIENCY



At a glance, the photographs shown may look the same — but look again. The camera speed has captured the very few motions and speed of this reference filing operation.

This is motorized filing at its best in the Wright Rotary Model 40. All controls are close to operator. It's a complete work station, space saving unit. Engineered with low silhouette appearance and the most advanced vinyl coated steel covers all outside panel. Paint maintenance has been eliminated — appearance lasts for machine life. Operation is fast and quiet too.

No need to change record size — Wright Rotary Files will handle any and all sizes in individual trays with large front labeling to speed identification when rotating. Speed is built right in to give immediate action on impulse — no record is more than three seconds away.

The file and the operator are fully protected with an exclusive Safety Beam which when broken by loose objects stops the rotation until object is removed. Resetting is no longer necessary — minutes are saved.

Learn more about this latest advancement in the motorized filing field. See why files have finally been built and priced for the every day operations.

Send for full details of the over 30 different file models available to handle your every job.



THE
Wright
LINE

**DATA PROCESSING
ACCESSORY
EQUIPMENT
AND ROTARY FILES**

160 GOLD STAR BLVD., WORCESTER 6, MASS.

THE WRIGHT LINE, INC., DEPT. J-16, 160 Gold Star Blvd., Worcester 6, Mass.

**BRANCH
OFFICES:**

Albany
Atlanta
Boston
Buffalo
Charlotte
Chicago

Cincinnati
Cleveland
Dallas
Denver
Des Moines
Detroit
Elizabeth, N. J.
Hartford

Houston
Indianapolis
Jacksonville
Kansas City, Mo.
Los Angeles
Milwaukee
Minneapolis
New Orleans

New York City
Philadelphia
Pittsburgh
St. Louis
San Francisco
Seattle
Tulsa
Washington, D. C.

THE WRIGHT LINE OF CANADA LTD.

Main Office and Warehouse Scarsdale Road, Don Mills, Toronto

BRANCH OFFICES:

Montreal, Vancouver, Calgary, Edmonton, Winnipeg and Ottawa

- ☐ Please send WRIGHT ROTARY FILE CATALOG.
☐ Please have Salesman call.

Name _____

Company _____

Address _____

City _____ Zone _____ State _____

(Circle number 143 for more information)

New sales power

(Continued from page 43)

there were other facets of dealer operations that were important for a well-rounded picture. These were things that a well-informed district manager would know. The extent of his knowledge and that of the zone manager would establish their qualifications.

With their strategy carefully mapped out and rehearsed, Abernethy and his check teams moved into the field for the pick-and-shovel work. One team headed by Abernethy took the eastern zones. Raisbeck headed the western team.

It was a grueling job. Each zone took an average of three days to check, and the schedule ran to 12 or 15 hour days. It took several weeks to complete the job, but when it was finished, Abernethy had completely detailed facts on dealers and field sales personnel.

Dealer deficiencies — and there were a lot of them — were marked in red on the check sheets. District managers were given a reasonable time limit to correct them. If the district manager didn't know the answers, he was advised to get the information quickly. In some cases, the district manager was found to know little about his dealers' operations. These were noted by the work teams for subsequent action. In some instances, zone managers were found to be inadequately informed.

Following work conferences in each city, Abernethy would hold individual meetings with dealers in his hotel suite. These would last frequently until the small hours of the morning, but they provided an opportunity for Abernethy to become personally acquainted with his dealers. He found that many

had complaints about factory policies. Some wanted to discuss product improvements and changes they thought necessary.

"These face-to-face discussions were invaluable," Abernethy says. "They gave me a good idea of dealer attitudes toward our products and management."

Information compiled from the check lists provided the starting point in rebuilding the dealer body. Many dealerships found to be poorly managed and badly equipped for new car sales and service were terminated. Others with poor sales performance could be salvaged with intelligent help and direction. Some dealers were on shaky ground due to lack of credit. In instances where he knew the dealer was qualified, Abernethy himself arranged for new credit lines. With a wide acquaintance among credit company officials, Abernethy's endorsement of a dealer was usually accepted.

On his cross-country trips, Abernethy made a point of visiting as many dealers as time permitted. This served to establish headquarters interest in the dealer and his problems. Many of them had not been visited by a high-ranking corporation executive in years. Nor were Abernethy's visits confined to handshaking. He checked out the operations from all angles and in many instances was able to show the dealer how to improve his sales and profits.

In his Detroit office, Abernethy maintained an "open line" for dealer calls. They were encouraged to contact him by phone when they had special problems. Many took advantage of this unique arrangement with the sales chief.

The task of bringing new dealers

into the fold was made easier by Abernethy's reputation and past associations in the industry. Many dealers came to him for franchises on the basis of past relationships. One of these is now among American Motors' "Top 100" Rambler dealers.

What Abernethy learned about zone personnel during the work conferences permitted him to move with intelligence in strengthening field sales operations. Deserving district managers received pay increases. This served to upgrade their position in the zones and boost morale. Zone managers were moved geographically where the situation indicated a change would improve performance. The stimulation of a new territory proved to be all that was need in most cases.

"A change of scenery and the challenge of working with a new dealer group worked wonders," Abernethy says. "We evaluated each man and put him in the spot for which he was best equipped. For example, we found that moving a man from the West Coast to the East gave him renewed enthusiasm and a fresh sales outlook."

A meeting of division and zone managers was held to let them know that aggressive and planned selling procedures were a must from that point on. Division managers were given definite authority over the zones in their respective divisions and their responsibilities spelled out in detail.

Composite zone ranking charts were worked out and then used to measure managerial performance on a monthly basis. A program to

"We evaluated each man and put him in the spot for which he was best equipped."

ABERNETHY



improve the coordination and promotion of parts, accessories and service sales was initiated. District managers were assigned specific quotas and ranked nationally on sales performance in this important area.

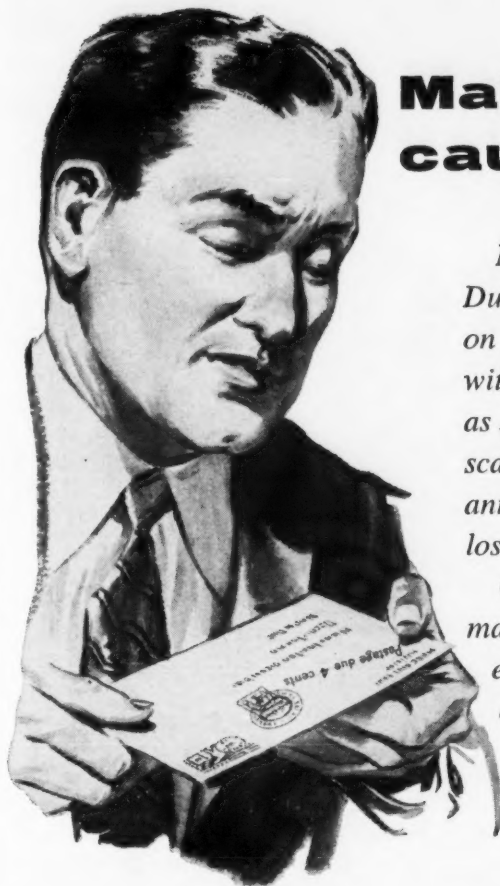
Zone operation expenses were pared to the level of "independent" competition. Some reductions in personnel were made by combining varied duties of a non-sales nature. Costs of dealer administration and service were reviewed in minute detail. Example: The practice of supplying free service promotion posters to dealers was eliminated at a savings of \$12,000 annually. Dealers would buy this service, the same as other independent dealers.

Abernethy's timetable called for one year to overhaul the zone sales operation and rebuild for the competitive battle ahead. But at the end of six months, the job was near completion. Meanwhile he was bearing down heavily on signing quality dealers.

"In our program of building dealer strength we examined our franchise carefully to make certain the provisions were absolutely competitive," he says. "We evaluated our dealer policies, carrying the process so far as to spell out our beliefs in specific detail in all areas of dealer-factory relationship. We emphasized that every dealer would have an adequate market. This was important in a period when the industry in general tended to overcrowd dealer markets."

Dealer investment fund. The dealer program was given a strong boost by a unique dealer investment fund which American Motors set up in 1955. The fund was designed to protect dealer profits by paying an extra bonus over normal discounts and area bonuses. Payments into the fund were based on total volume achieved by all dealers. Under the plan, smaller dealers profited even from the volume of the larger dealers. Over a two-year period, dealers were paid more than \$7 million from the fund. This was at a time when the corporation was under serious financial strain, but was considered necessary to maintain dealer strength.

"It was an important factor in our subsequent success," Abernethy



Mailing errors cause gripes!

Nobody likes to get "Postage Due" letters, pay extra postage on your mail, especially now with postage rates up as much as 33 1/3 per cent. If your mail scale underweighs, you may be annoying your customers, losing good will for your firm.

On the other hand, if your mail scale is overweighing—the extra 4¢ per letter can waste quite a lot of money in a year. You just can't afford an inaccurate mail scale!

Get a Pitney-Bowes Mailing Scale. Its automatic pendulum mechanism stays accurate, registers fast and exactly. Big chart markings are easy to read, leave no area of doubt. Mailing is faster and easier. And a PB Scale soon pays for itself in postage saved, errors avoided.

Models for every office, large or small, including a 70 lb. capacity parcel post scale. Ask the nearest Pitney-Bowes office to show you, or send coupon for free illustrated booklet.

FREE: Handy desk or wall chart of latest Postal Rates, with parcel post map and zone finder.



PITNEY-BOWES Mailing Scales

PITNEY-BOWES, INC.,
4577 Walnut St., Stamford, Conn.
Originator of the postage meter...
offices in 121 cities in U.S. and Canada.

(Circle number 132 for more information)

PITNEY-BOWES, INC.
4577 Walnut Street
Stamford, Conn.

Send free booklet ☐ rate chart ☐

Name

Address



Dealers were encouraged to contribute sales building ideas.

states. "Not only did it bolster our dealers financially, but it gave them the understanding that our policies were not merely hollow words."

Abernethy's rejuvenation of the Nash sales division and his success in rebuilding the dealer organization resulted in his being named vice-president of all automotive distribution and marketing for American Motors in December 1955, when the Nash and Hudson sales organizations were integrated. He was given free rein by Romney and Roy Chapin, Jr., veteran young executive vice president, in merging the dealer bodies and duplicate zone sales organizations under the Rambler banner.

Again, he took to the road with his check teams, applying the same rating methods to the Hudson zone personnel and dealers as used with Nash.

He found pockets of resistance among Hudson dealers. Some resented the plan to combine all dealerships under a single banner. Abernethy was up to being as tough as the situation demanded. In some instances, a dealer's threat to terminate was immediately accepted. In other cases, Abernethy's firmness worked to salvage desirable dealers. Example: A meeting of West Coast dealers was dominated by a long-time Hudson dealer who vigorously opposed the integration of sales divisions and the new administrative set up. Abernethy offered to sign a mutual termination agreement on the spot. The dealer declined. He later became one of the top Rambler dealers in the area and a staunch

booster of Abernethy's program.

Dealer advisory board. Dealer advisory boards are not a new idea in the auto industry, but the Dealer Board established by Abernethy in early 1956 was unique in concept and democratic operation.

Previous dealer boards in the industry were largely factory selected and controlled. They offered little opportunity for developing the close factory-dealer relationship which Abernethy believed necessary to winning dealer confidence and support.

Under Abernethy's plan, the dealers elected representatives to the 21-man board. Dealers vote by secret ballot, each dealership having one vote regardless of size. Votes are counted and the results certified by a national accounting firm. Representatives serve one-year terms.

The Dealer Council meets twice a year in Detroit with American Motors' entire executive group, including president George Romney.

"We did not conceive the board as a grievance body, but as a vehicle by which we could exchange experience and know-how, and stimulate a flow of up-to-date dealer and customer thinking," Abernethy says.

Dealers submit their questions and suggestions to elected zone representatives prior to each council meeting. After screening and consolidating, the lists are forwarded to the board chairman, who draws up a meeting agenda. Questions of a technical nature or those requiring research are submitted to factory officials well in

advance of the scheduled meeting.

Questions and recommendations cover the entire gamut of dealer interests. No holds are barred as the council members query officials on matters relating to engineering, parts and service, advertising and merchandising, car distribution, or factory policies in general. An average two-day meeting will cover more than 100 major points of dealer interest.

Engineering and product improvements sometimes result from the dealers' recommendations. For example, the friction type door checks used on the '59 Rambler were suggested by a dealer who had noted that doors tended to swing shut if the car was parked on an incline. The positive action checks were installed as a running production change.

Dealers were quick to note the public interest in a station wagon version of the Rambler American introduced in 1958. Thus, a station wagon was added to the line in 1959. The model now runs more than 40% of Rambler American sales.

Inevitably, questions are injected in the discussions which stray from the agenda. However, no dealer question is hedged or left unanswered. If the answer is not immediately available, the matter is handled at the next board meeting.

Transcripts of each board meeting are prepared and submitted to the entire Rambler dealer body.

Getting ready. Dealers were generally skeptical about the company's plans to concentrate on the compact car.

"One of our most effective weapons in our effort to win dealer understanding of our marketing approach was George Romney," Abernethy says. "He charged the dealer and sales organizations with a great deal of his own conviction about the future of the Rambler."

An oft-heard complaint at dealer and zone meetings was "I can't sell small cars in my area. It's a big car territory."

Abernethy's answer: "Maybe you can't sell smaller cars, but the public will soon be demanding them. So get ready!"

Evidence of the growing public resentment over increasing car size

began to appear with the industry's 1956 models. Newspaper articles and cartoonists lampooned their increased size and bulk. American Motors capitalized on the situation by using advertising which stressed the Rambler's compact size and economy.

In combining the Hudson and Nash field sales operations, Abernethy's first step was to select the division managers. Next he looked over the line-up of zone managers in both divisions and selected the strongest men to head the combined zone offices. Zone managers were permitted to select their own district managers.

Warehousing and parts and service functions were integrated for greater efficiency and economy. Job responsibilities were reviewed at all levels and personnel moved or reduced as found necessary. Sum total of the savings in zone operating costs amounted to millions of dollars a year.

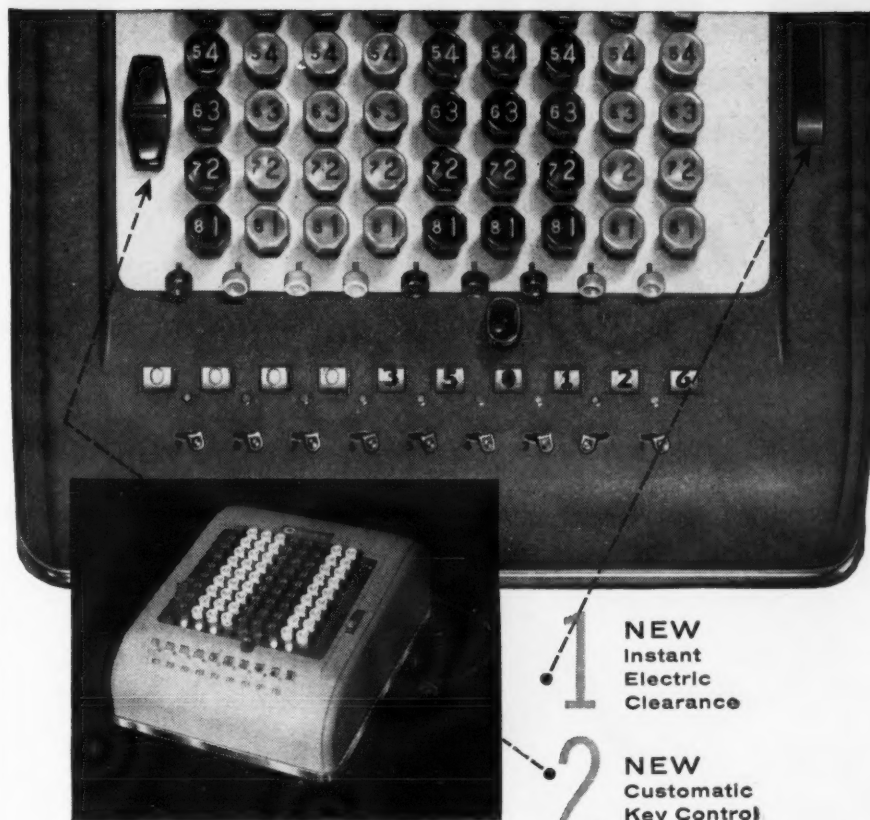
The payoff. When the 1958 model year dawned, American Motors' sales organization was ready. Zone operations were efficient and tight and personnel trained to a fine edge. The dealer organization was strong and oriented in selling the compact Rambler.

The long anticipated consumer shift to the smaller car came early in the model year. American Motors doubled its sales in 1958 when the auto industry in general dropped more than 30%. Rambler registrations moved from twelfth to seventh place.

In fiscal 1958, American Motors made a net profit of \$26 million as compared to a loss of \$12 million in fiscal 1957.

The sales momentum has carried through 1959, with Rambler sales soaring to an all-time high. Current sales are approximately 2½ times the record '58 pace. From the slender 2% in 1954, American Motors now takes a solid 6% of the industry sales. To keep up with demand, the company has had to begin an expansion program to increase production by 33% to an annual capacity of 440,000 Ramblers.

There seems to be a little doubt that American Motors' new dealer organization will be able to sell this volume—at a solid profit. ■



1 NEW
Instant
Electric
Clearance

2 NEW
Customatic
Key Control

3 NEW
Eye-ease
Color

NOW...EVEN LOWER-COST
FIGURING WITH THE NEW

Comptometer Customatic

WITH NEW SPEED-UP FEATURES

It's the cost per calculation that counts! The Customatic Comptometer's famous features, augmented by new advancements, enable you to get more and better work done, at still less cost.

New Customatic Key Control. Instantly sets to individual touch. Built-in floating action stops finger-fatigue.

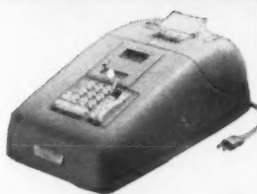
New Instant Electric Clearance. Touch the bar—dials are instantaneously cleared.

New Eye-ease colors—and all the other famous Comptometer features: Accuracy Key—insures complete registration; giant-size, easy-to-read numerals; Direct-Action Keys for speedy answers (no intermediate operations); and many others for greatest operating ease, economy and time-saving efficiency.

Let us prove this in your office FREE.

Now lease any Comptometer business machine on a nationwide leasing plan through Comptometer offices.

Comptometer Corporation / BETTER PRODUCTS TO BETTER BUSINESS



Comptometer Comptograph "220M"—with new multiplication key—more features than any other 10-key listing machine. Mail coupon.



Comptometer Commander—Insures accuracy in dictation. Lifetime Magnetic belt saves far more than machine costs. Try it today, FREE.

COMPTOMETER CORPORATION
1712 N. Paulina St., Chicago 22, Illinois

- ☐ Arrange free office trial for me on:
- ☐ Send me literature on:
 - ☐ Comptometer Customatic
 - ☐ Comptometer Comptograph "220M"
 - ☐ Comptometer Commander

Name _____
Firm _____
Address _____
City _____ Zone _____ State _____

(Circle number 109 for more information)



Built to take it

Mylar-muscled Columbia M-50 Ribbon defies rips, tears, breaks... brings out the best in all business machines

Made of Mylar*, DuPont's rugged polyester film, the Columbia M-50 Ribbon puts an end to extravagant ribbon-fixing interruptions. It keeps *all* your business machines on the job turning out the *quantity* of copy they're capable of...and the *quality* of copy you've always hoped for...whether it's executive correspondence, masters for offset, hectograph or all copying processes, wet or dry.

*DUPONT REG. T.M.

Your choice of two useful plastic containers:
Standard Dozen or New Tri-Pak



RIBBON BY

Columbia



COLUMBIA RIBBON & CARBON MFG. CO., INC., GLEN COVE, NEW YORK
COLUMBIA RIBBON & CARBON PACIFIC, INC., DUARTE, CALIFORNIA

(Circle number 108 for more information)

10 pitfalls to avoid

(Continued from page 51)

position to it, and offer objective predictions of consequences beyond the company's control if a union comes in. But these statements must not be made against a backdrop of promises of benefits if a union is rejected, or threats of reprisals.

The company had made unlawful promises and threats, the board found. Threatening to close the plant, coupled with other warnings, was denying employees' their free choice of unionism. The company was ordered to stop coercing employees, and to post notices throughout the plant advising all workers that they were free to join any union they wanted.

PITFALL NUMBER TEN:

Don't overdo kindness

■ During their lunch hours and coffee breaks, some employees of a California manufacturer decided they needed a committee to represent them in submitting grievances and suggestions to management. Seven of them signed a proposal for such a committee and took it to company officials. The company agreed.

Management officials helped draw up a document creating the Employee Relations Committee. Members of the committee were to be elected on company time. Monthly meetings with management always were on company time—with overtime pay if the meetings were long. Whenever there were new elections, the company paid for the ballots and provided ballot boxes. Company stenographers took minutes of all proceedings and transcribed them.

All went well for nine years, until the United Auto Workers tried to organize the plant, and failed. The U.A.W. complained to the N.L.R.B. which found that the Employee Relations Committee was in fact a labor union. The helpful company had unlawfully aided it and interfered with its internal affairs. The company was told to stop assisting or interfering with the committee. It also was ordered to stop dealing with it unless a board-conducted election in the plant proved a majority of the employees wanted to be represented by that "union." ■

Key	Advertisers	Page
151	Acme Visible Records, Inc. Agency: E. H. Brown Adv.	10
152	Advance Floor Machine Co. Agency: Pidgeon Savage Lewis, Inc.	13
144	Alameda County (Metropolitan Oakland Area) Agency: Reinhardt Adv., Inc.	34
153	All-Steel Equipment Inc. Agency: Marsteller, Rickard, Gebhardt and Reed, Inc.	Cover II
—	American Telephone and Telegraph Co. Agency: N. W. Ayer & Son Inc.	30
101	Baltimore Business Forms Co. Agency: VanSant Dugdale & Co., Inc.	16
102	Bentson Mfg. Co. Agency: J. D. Culea Adv.	83
—	Bureau of Business Practice	91
103	Burroughs Corp. Agency: Campbell-Ewald Co.	67
146	Calculagraph Co. Agency: Carpenter-Practor, Inc.	61
148	Canning, Sisson & Assoc. Agency: Clyde D. Graham Adv.	27
104	The Celotex Corp. Agency: MacFarland, Aveyard & Co.	24-25
106	Cole Steel Equipment Co., Inc. Agency: Daniel & Charles, Inc.	11
107	Colonial Inn Agency: Alfred L. Lino & Assoc.	84
108	Columbia Ribbon & Carbon Mfg. Co., Inc. Agency: E. M. Freystadt Assoc., Inc.	90
109	Comptometer Corp. Agency: MacFarland, Aveyard & Co.	89
110	Copease Corp. Agency: Anderson & Cairns, Inc.	33
112	Cramer Posture Chair Co., Inc. Agency: Allmayer, Fox & Reshkin, Inc.	74-75
111	Cummins-Chicago Corp. Agency: Waldie and Briggs, Inc.	22-23
113	Davidson Corp. Agency: Hazard Adv. Co., Inc.	21/58
114	DeJur-Amsco Corp. Agency: Friend Reiss Adv., Inc.	59-60
150	The Denominator Co., Inc. Agency: R. E. McGuire Assoc., Inc.	27
115	A. B. Dick Co. Agency: Fuller & Smith & Ross Inc.	64-65
116	Equipto Agency: Arthur R. Mogge, Inc.	73
117	General Aniline & Film Corp., Ozalid Div. Agency: Benton & Bowles, Inc.	29
118	The General Fireproofing Co. Agency: The Griswold-Eshleman Co.	5
119	The Globe-Wernicke Co. Agency: Strauchen & McKim Adv.	65
154	Graphic Systems Agency: Diener & Dorskind Inc.	65
120	Haloid Xerox, Inc. Agency: Hutchins Adv. Co., Inc.	76
121	Harter Corp. Agency: Lampport, Fox, Prell & Dolk, Inc.	63

100 PRACTICAL SOLUTIONS To Managment Problems

Find them in—

THE DECISION-MAKERS

by Richard R. Conarroe,

Editor of Management Methods Magazine

Sixteen idea-packed chapters reveal the professional manager with his sleeves rolled up, making the kind of imaginative decisions that bring a company out on top.

Follow these top flight executives as they show you by their own example how to create tomorrow's sales now . . . predict and reach distant growth goals . . . build a management staff . . . handle public and private finance . . . win cooperation from your union . . . get a new plant with no capital outlay . . . work harder without ulcers . . . and scores of other real problems with solid, imaginative solutions.

This big 8½" x 11" book is fully illustrated and beautifully bound. The cost is only \$10 per copy, with quantity discounts. The book is available on a 10-day free trial basis. It makes an appropriate gift for business associates or college library.

Bureau of Business Practice,
513 Garfield Ave., New London, Conn.

Sirs: Please send me a copy of The Decision-Makers, at \$10, on a 10-day free trial basis.

Name _____

Company _____

Address _____

City _____ Zone _____ State _____

☐ Bill me ☐ Bill my company ☐ Check enclosed



Keep accurate time control records of your payrolls and jobs with a Lathem Time Recorder. Lathem Recorders feature oversize face with extra large numerals for easier reading, a wide choice of time registration, electric drive with self-starting synchronous motor, phosphor bronze type-wheels engraved and guaranteed for life. Lathems cost less to buy, less to maintain and are adaptable to special requirements.

LATHEM TIME RECORDER CO. 66 Third Street, N.W., Atlanta, Ga.
Gentlemen: Please send me full information on the Lathem Time Recorder, at no obligation to me.

NAME _____ TITLE _____

COMPANY _____ ADDRESS _____

CITY _____ STATE _____

(Circle number 122 for more information)

Dealers offering complete office planning



by *Leopold*
of Burlington, Iowa

ALA. Birmingham—Office Outfitters
Zac Smith Stationery Co.
Daham—Hudson Office Supply Co.
Mobile—Waller Brothers, Inc.
ARIZ. Phoenix—PBSW Sup. & Equip.
Tucson—Howard & Stoff
ARK. Little Rock—Parkin Prtg. & Stat.
Paragould—Trice Brothers, Inc.
CALIF. Anaheim—Anaheim Office Furn.
& Sup. Co.
Bakersfield—Valley Office Supply
Fresno—Healey & Popovich
Glendale—Hopper's Office Furniture
Los Angeles—Pacific Desk
Sacramento—Capital Office Equip.
San Bernardino—Stockwell & Binney
San Diego—Austin Safe & Desk Co.
San Francisco—Beier & Gunderson
San Jose—Kennedy Bus. Mach.
Santa Barbara—Eberole Off. Mach.
COLO. Denver—W. H. Kistler Stat.
CONN. Hartford—Barney's of Hartford
New Haven—Joseph F. Yates, Inc.
DELA. Wilmington—Matthews Bros.
FLA. Bradenton—Bradenton Off. Equip.
Fort Lauderdale—Dean's
Thompson Office Equip. Co.
Jacksonville—Office Equip. & Sup.
Miami—Blank, Inc.
Orlando—George Stuart, Inc.
Pensacola—Pensacola Office Equip.
Pompano Beach—Raymond H. Kohl
Sarasota—Williams Co.
Tallahassee—Commercial Off. Sup.
West Palm Beach—Tucker & Johnson
GA. Atlanta—Ball-Stalker
Office Supply Company
Savannah—Kenrick Ptg. Co.
Thomasville—The Book Store
IDAHO Boise—Syms-York Co.
ILL. Chicago—Horder's, Inc.
Andersen, Riley & Sava
Marshall Field & Co.
Monroe Furniture Co.
Decatur—Haines & Essick Co.
Edwardsville—E. J. Shepherd
Forest Park—Olson's Office Sup.
Kankakee—Byron Johnson
Moline—Carlson Bros. Inc.
Peoria—Business Equipment Co.
Quincy—Dunlap Typewriter Co.
Rockford—McFarland Office Equip.
Springfield—Jefferson Stationers
Zion—Burgess, Anderson & Tate
IND. Ft. Wayne—Lewis & Christen
O'Reilly Office Supply
Indianapolis—Wm. B. Burford Ptg.
South Bend—Business Systems
IOWA Cedar Rapids—Morris Sanford Company
Council Bluffs—Emarines
Des Moines—Storey-Kenworthy Co.
Dubuque—C. F. Cody Company
Marshalltown—Marshall Off. Sup.
Mason City—Yelland & Hanes
Muscatine—Leu Typewriter
Newton—Newton Office Supply Co.
Sioux City—Sioux City Stationery
Spencer—Bergstrom Office Supply
Waterloo—Latta's, Inc.
KAN. Hutchinson—Roberts Pg.
Salina—Consolidated Ptg. & Stat.
Topeka—Thacher, Inc.
Wichita—Bauman Office Equip. Co.
KY. Lexington—Transylvania Ptg.
Louisville—O'Connor & Raque
LA. Alexandria—Garrett Off. Sup.
Baton Rouge—Louisiana Off. Sup.
Crowley—Geo. W. Rollosson & Son
Lafayette—General Office Supply
Lake Charles—Lake Charles Off. Sup.
Monroe—Standard Office Supply Co.
New Orleans—J. D. LeBlanc, Inc.
Shreveport—Castle Printing Co.
ME. Bangor—Bangor Office Supply
Portland—F. O. Bailey Co., Inc.
MD. Baltimore—Baltimore Stationery
Co.
Modern Stationery Co.
Salisbury—White & Leonard
MASS. Boston—Contract Sales, Inc.
L. E. Muran
J. Peabody Office Furn. Co.
Framingham—H. M. Nichols & Co.
Worcester—Palley Office Supply Co.
MICH. Battle Creek—Wellever Bus. Sys.
Detroit—J. L. Hudson Co.
Kalamazoo—Dykema Office Supply
Midland—The McKay Press
Pontiac—General Ptg. & Off. Sup.
Sault Ste. Marie—Sault News Ptg.
MINN. Duluth—Weygant-Goodspeed Co.
Faribault—The Beltz Co.
Minneapolis—Miller Davis Co.
New Ulm—Kemske Paper Co.
Owatonna—Journal-Chronicle
Rochester—Whiting Stationers, Inc.
St. Paul—McClain & Hedman Co.
MISS. Greenville—Democrat Ptg.
Greenwood—Fisher Stationery Co.
Hattiesburg—Standard Off. Sup.
Jackson—Mississippi Stationery Co.
MO. Columbia—Central Office Equip.
Hannibal—Std. Printing Co.
Joplin—Joplin Printing Co.
Kansas City—Duff & Repp
Poplar Bluff—Poplar Bluff Printing

St. Joseph—Brown Transfer & Stor.
St. Louis—Lamm Furniture Co.
Sikeston—Scott Office Equipment
Springfield—Elkins-Swyers Co.
MONT. Billings—Gazette Printing
Great Falls—Tribune Printing & Sup.
NEB. Hastings—Hastings Typewriter
Lincoln—Latsch Brothers
Omaha—Orchard & Wilhelm Co.
M. J. Elizabeth—Business Furniture Inc.
Newark—Max Blau & Sons
Herbert L. Farkas Company
Trenton—Palmer, Trout & Co.
N. M. Albuquerque—Strong's Off. Supp.
N. Y. Buffalo—Hoelscher Stat.
Garden City—J. S. McHugh, Inc.
Mineola, L. I.—D. Waldner Co.
New York City—A. Blank Co.
Business Equipment Sales Co.
Clark & Gibby, Inc.
Commerce Desk Co.
Driver Desk Company
Chas. J. Lane Company
Metwood Office Equipment Corp.
Pearl Desk Co.
Regan Office Furniture Co.
A. Pearson's Sons, Inc.
Niagara Falls—George H. Courter
Olean—Standard Equipment Co.
Rochester—Heinrich-Seibold Stat.
Syracuse—J. Hillsberg Safe Co.
Utica—Genesee Office Equip. Co.
N. C. Charlotte—Pound & Moore Co.
Fayetteville—Fayetteville Off.
Greensboro—Kinney-Kesee Sup.
New Bern—Owen G. Dunn Co.
Raleigh—Capitol Printing Co.
Edwards & Broughton Co.
N. D. Bismarck—Gaffaney & Shipley
Fargo—Gaffaney's Office Specialty
Grand Forks—Gaffaney's Off. Spec.
Minot—Gaffaney's Minot Stationery
Wahpeton—Globe-Gazette Ptg. Co.
OHIO Akron—Summerville's
Canton—Office Equipment Co.
Cincinnati—Globe Office Equipment
Cleveland—Randolph Desk Co.
Columbus—F. J. Heer Printing Co.
Dayton—Archie Sherer Co.
Elyria—Lorain County Stationers
Findlay—Evans Typewriter Co.
Toledo—Newell B. Newton Co.
OKLA. Ardmore—National Off. & Bank
Supply
Bartlesville—Bartlesville Stationery
Lawton—Southwestern Stat. & Bank
Sup.
Oklahoma City—House of Wren
Ponca City—S'western Stat. & Bank
Tulsa—Scott-Rice Company
Tulsa Stationery Co.
ORE. Eugene—Koke-Chapman
Portland—Kubli-Howell Co.
PA. Allentown—Royal H. Eckert
Easton—Stotz Office Equip. Co.
Erie—Rider Office Equip. & Sup.
Harrisburg—Gettysburg Furn.
Harrisburg—Cole & Company
New Castle—Castle Stationery Co.
Norristown—D. M. Feldman, Inc.
Philadelphia—A. Pomerantz & Co.
Pittsburgh—General Office Equip.
York—H. G. Bancroft
R. I. Providence—Providence Paper
S. D. Rapid City—Western Stationers
Sioux Falls—Midwest Beach
S. C. Columbia—A. Hines McWaters
TENN. Chattanooga—Office Equip.
Memphis—S. C. Toof Company
Nashville—Hessey Ptg. & Stat.
TEX. Abilene—Abilene Ptg. & Sta.
Amarillo—S'western Stat. & Bank
Supply
Austin—The Stock Company
Beaumont—E. Szafir & Son Co.
Corpus Christi—John H. Yochem Co.
Dallas—Clarke & Courts
Stewart Office Supply Co.
El Paso—Norton Brothers
Fort Worth—Stafford-Lowdon Co.
Houston—Clarke & Courts
Wilson Stationery Co.
Lubbock—The Baker Company
Midland—The Baker Co.
San Antonio—Maverick-Clarke Litho
Tyler—Hixson & Ellis
Story-Wright Company
Waco—Hill Ptg. & Stationery Co.
Wichita Falls—Buchanan Stationery
UTAH Ogden—Weber Office Supply
Salt Lake City—Utah-Idaho Schl. Sup.
WASH. Seattle—Bank & Off. Equip.
Tacoma—Puget Sound Office Equip.
W. V. Charleston—S. Spencer Moore
Huntington—Standard Ptg. & Pub.
WIS. Appleton—Sylvester & Nielsen
Green Bay—Stuebe Binding & Ptg.
LaCrosse—Swartz Office Supply Co.
Madison—Frautschi's, Inc.
Oshkosh—Scharpf's, Inc.
Sheboygan—Office Supply & Ptg.
Wausau—Lippin Office Supply
WYD. Casper—Prairie Publishing
WASH., D. C. Chas. G. Stott & Co.
CAN. Calgary, Alberta—Northwest
Whole Furniture
Vancouver—Brownlee Off. Outfit.

Key

Advertisers

- 147 Howe Folding Furniture, Inc.
Agency: Lawrence Peskin, Inc.
- 155 Irons & Russell Co.
Agency: Dean & Herr, Inc.
- 122 Latham Time Recorder Co.
Agency: Burke Dowling Adams, Inc.
- 123 James Lees & Sons Co.
Agency: N. W. Ayer & Son, Inc.
- 124 Lefebure Corp.
Agency: Warren & Litzenberger
- 156 The Leopold Co. Co
Agency: The Biddle Co.
- 125 Mac Panel Co.
Agency: Lavidge and Davis
- Management Magazines, Inc.
- Management Publishing Corp.
- 126 Marchant Calculators
Agency: Foote, Cone & Belding
- 127 Moore Business Forms, Inc.
Agency: N. W. Ayer & Son Inc.
- 128 National Cash Register Co.
Agency: McCann-Erickson, Inc.
- 100 National Truck Leasing System
Agency: W. S. Kirkland Adv.
- 131 Nekoosa-Edwards Paper Co.
Agency: The Cramer-Krasselt Co.
- 158 Oxford Filing Supply Co.
Agency: Kelly Nason Inc.
- 159 Peirce Dictation Systems
Agency: O'Grady-Andersen-Gray, Inc.
- 132 Pitney-Bowes, Inc.
Agency: L. E. McGivena & Co., Inc.
- 105 Pronto File Corp.
Agency: Daniel & Charles, Inc.
- 161 Reynolds and Reynolds
Agency: Weber, Geiger & Kalat, Inc.
- Royal McBee Corp.
- 133 Data Processing Div.
Agency: C. J. LaRoche and Co., Inc.
- 134 Roytype Supplies
Agency: Young & Rubicam, Inc.
- 136 Ryder System
Agency: Grant Adv., Inc.
- 162 Seminole County Chamber of Commerce
Agency: Robert Hammond Adv.
- 137 Sheraton Corp. of America
Agency: Batten, Barton, Durstine & Osborn, Inc.
- 139 Underwood Corp.
Agency: William Esty Co., Inc.
- 140 United Food Management Services, Inc.
Agency: Carr Liggett Adv.
- 163 U. S. Rubber Co.
Agency: Fletcher D. Richards, Inc.
- 149 Veeder Root, Inc.
Agency: Sutherland-Abbott Adv.
- 141 Weber Marking Systems
Agency: Stoetzel & Assoc., Inc.
- 142 West Virginia Industrial & Publicity Comm.
Agency: Advertising, Inc.
- 143 The Wright Line, Inc.
Agency: Cooney & Conner
- 145 Yawman & Erbe Mfg. Co., Inc.
Agency: The Rumrill Co., Inc.

	Page
.....	28
.....	65
.....	91
.....	7
.....	35
.....	Cover III/92
.....	1
.....	20
.....	68/72
.....	37
.....	62
.....	78
.....	17-18
.....	8
.....	36
.....	15
.....	87
.....	66
.....	68-69
.....	26
.....	81
.....	2
Commerce.....	32
.....	57
Osborn, Inc.	9
Services, Inc.	33
.....	6
.....	84
.....	19
Publicity Commission	4
.....	85
.....	Cover IV
MANAGEMENT METHODS	

**FIRST CLASS
PERMIT No. 337**

Greenwich, Conn.

BUSINESS REPLY CARD

No Postage Stamp Necessary if Mailed in
the United States

**FIRST CLASS
PERMIT No. 337**

Greenwich, Conn.

BUSINESS REPLY CARD

No Postage Stamp Necessary if Mailed in
the United States

5¢ POSTAGE WILL BE PAID BY

MANAGEMENT MAGAZINES, INC.

22 West Putnam Avenue

GREENWICH, CONN.

5¢ POSTAGE WILL BE PAID BY

MANAGEMENT MAGAZINES, INC.

22 West Putnam Avenue

GREENWICH, CONN.

For more information on any advertisement or keyed editorial item, fill out the card below, circle the appropriate key numbers, detach, and mail. We pay the postage. Please use card number 1 first. Key numbers appear under most advertisements.

FREE READER SERVICE CARD

100	101	102	103	104	105	106	107	108	109	110	111
112	113	114	115	116	117	118	119	120	121	122	123
124	125	126	127	128	129	130	131	132	133	134	135
136	137	138	139	140	141	142	143	144	145	146	147
148	149	150	151	152	153	154	155	156	157	158	159
160	161	162	163	164	165	166	167	168	169	170	171
172	173	174	175	176	177	178	179	180	181	182	183
184	185	186	187	188	189	190	191	192	193	194	195
196	197	198	199	200	201	202	203	204	205	206	207
208	209	210	211	212	213	214	215	216	217	218	219
220	221	222	223	224	225	226	227	228	229	230	231
232	233	234	235	236	237	238	239	240	241	242	243
244	245	246	247	248	249	250	251	252	253	254	255
256	257	258	259	260	261	262	263	264	265	266	267

2 MAY

PLEASE PRINT

Name

Title

Company

Address

City Zone State

Number of employees in your firm

Type of business

- ☐ Send Management Methods for one year at \$5.00
- ☐ Bill me ☐ Bill company

FREE READER SERVICE CARD

100	101	102	103	104	105	106	107	108	109	110	111
112	113	114	115	116	117	118	119	120	121	122	123
124	125	126	127	128	129	130	131	132	133	134	135
136	137	138	139	140	141	142	143	144	145	146	147
148	149	150	151	152	153	154	155	156	157	158	159
160	161	162	163	164	165	166	167	168	169	170	171
172	173	174	175	176	177	178	179	180	181	182	183
184	185	186	187	188	189	190	191	192	193	194	195
196	197	198	199	200	201	202	203	204	205	206	207
208	209	210	211	212	213	214	215	216	217	218	219
220	221	222	223	224	225	226	227	228	229	230	231
232	233	234	235	236	237	238	239	240	241	242	243
244	245	246	247	248	249	250	251	252	253	254	255
256	257	258	259	260	261	262	263	264	265	266	267

1 MAY

PLEASE PRINT

Name

Title

Company

Address

City Zone State

Number of employees in your firm

Type of business

- ☐ Send Management Methods for one year at \$5.00
- ☐ Bill me ☐ Bill company

TEAR OUT AND MAIL THIS FREE READER SERVICE CARD

Leopold makes the difference

*With Leopold office furniture there's more than beautiful appearance and
"job tailored" efficiency. It's the warmth and friendliness of carefully
fashioned black walnut that provides the extra touch of distinction.*

For complete office planning, see your nearest dealer—listed on the facing page



by *Leopold* of Burlington, Iowa

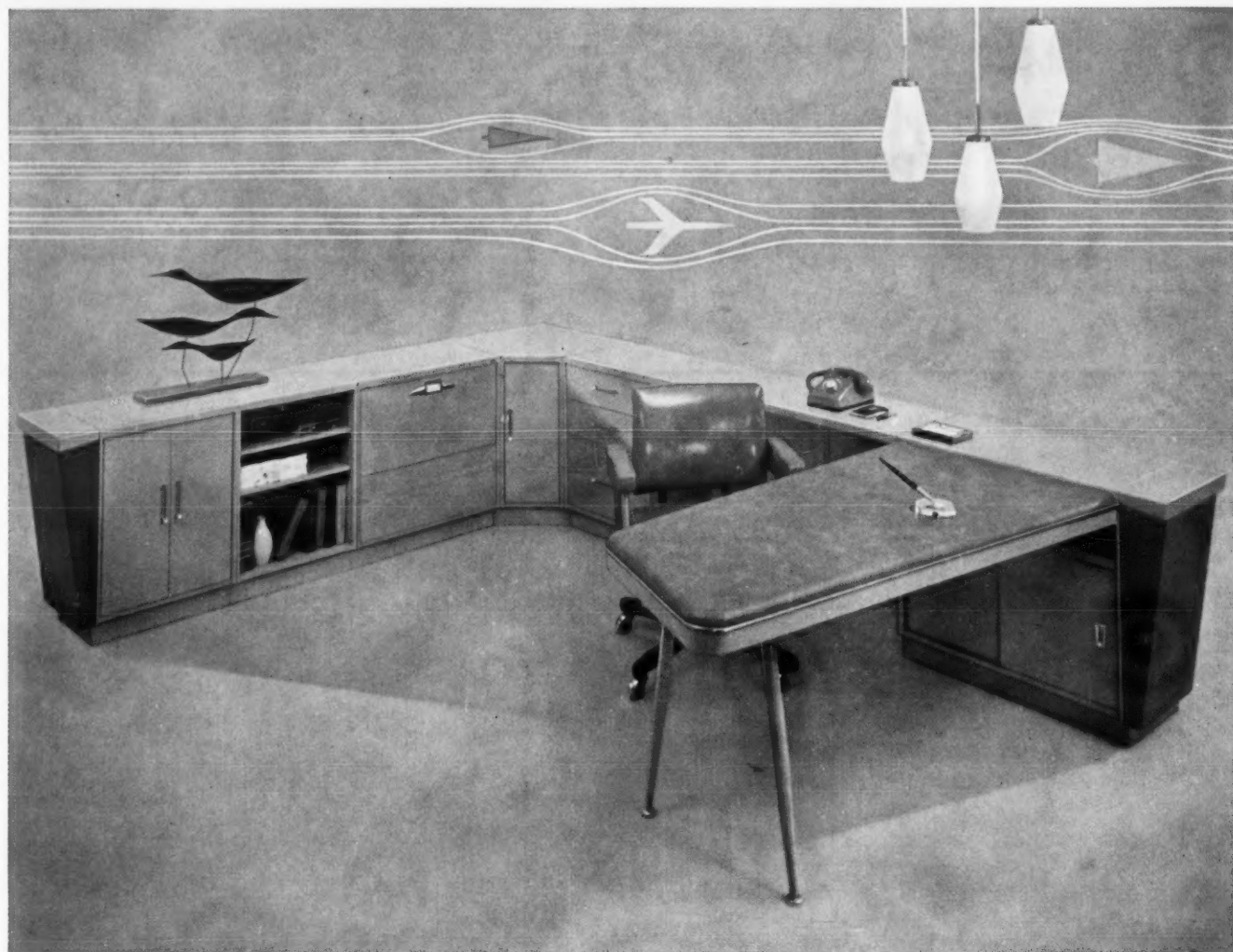
CRAFTED IN THE HEART OF THE BLACK WALNUT REGION



Typical Leopold installation, First National Bank, Colorado Springs, Colo.

"The Document Group—a Deaton Design."

(Circle number 156 for more information)



NEW EXEDRA *with the Tapered Touch*

Business leadership demands—and deserves—surroundings befitting the responsibility entrusted to it. The “workshops” of men of authority must do more than reflect good taste and a keen sense of the appropriate. They must be more than pleasant: they must be productive, time-saving and capable of easing heavy work loads.

Here is a *new look* and a new setting for business leadership to utilize and enjoy. It's a blend of great stylings called EXEDRA.

EXEDRA, classic in its simplicity . . . contemporary in feeling, is Y&E's latest office furniture. The name derives from ancient Greek, meaning “a place for discussion and decision.”

EXEDRA with the “air-stream” styling of the Tapered Touch, pliable plastic top coverings and rich, colorful finishes can be tailored to your office, to your work problems.

Call your Y&E representative or write today for the colorful brochure “EXEDRA.”



YAWMAN & ERBE MFG. CO., INC. • 1017 JAY ST. • ROCHESTER 3, N. Y.

A S T E R L I N G P R E C I S I O N C O R P O R A T I O N

(Circle number 145 for more information)